









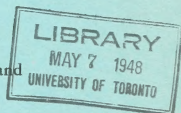


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# PERSONNEL JOURNAL

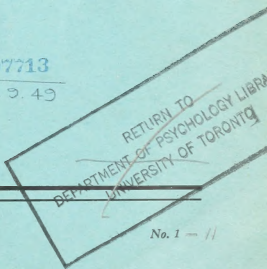
TWENTY-SIXTH YEAR

The oldest magazine in the Personnel and  
Industrial Relations field.



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## PERSONNEL JOURNAL

# A Re-Dedication

**T**HE first issue of Personnel Journal appeared in May 1922, just twenty-five years ago. In the intervening period there have been many important developments in the field of human relations. These changes have nowhere been so profound as in industry and commerce. Twenty-five years ago the machine was the key to production. The emphasis everywhere was on the machine, its design and its use. Industrial problems were engineering problems.

Today, while the machine and its effective application have lost none of their intrinsic importance, the emphasis has shifted to the employee who operates, designs and directs the use of the machine. The emphasis is now on MAN and on the many relationships among men. The most important problems of today are problems of Human Relations and of ways to make full use of human energies. These problems are those, first of the executive and second, of the personnel man.

Personnel Journal is dedicated, as its name implies, to the interests of personnel men everywhere. That is, to those things which have to do with people who work together; in industry, in commerce, in government, in education, and in every kind of group effort. Many of these personnel problems concern only the individual; his economic security, his "Placement"—the square peg in the square hole and the "well-rounded" peg in the round hole—his individual opportunity for gaining satisfaction and pride in his work and his chance to get fair pay for his efforts.

The newer and more difficult problems of personnel are in the area of human relationships. Many of these have arisen with the growth of organized labor—and labor disputes are but symptoms of unsatisfied needs.

Other and more subtle questions are concerned with the reactions directly between people; as between the supervisor and the worker; between the supervisor and groups of workers; and between the executive and a group of other executives or supervisors. Sound thinking in these areas is being done by the psychologist, the sociologist, the anthropologist, the psychiatrist. Their inquiries deal with human motivation and human needs and with the dynamics of human relationships. It will be an increasingly important task to bring the results and the implications of these researches to the desk of the practicing personnel worker and the new-type executive, along with all the newest developments in the more familiar fields of formal labor relations, salary and wage administration, and the like.

For its second twenty-five years Personnel Journal re-dedicates itself to the daily interests and problems of the practical personnel worker.

EDWARD N. HAY  
*Editor*

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# PERSONNEL Journal

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## *Contents for May 1948*

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

## Are You Signing an Illegal Contract?

**A**N EXAMINATION of several hundred recent union contracts by the National Industrial Conference Board shows that about twenty per cent of them contain provisions which may be illegal under the Taft-Hartley Law. One of these illegal provisions is the automatic check-off, which some employers are being pressured to renew as a provision of a previous agreement. The Act provides that each individual employee must sign a check-off authorization. This illustration suggests that many employers do not know what is in the act. They should examine each provision of any new or renewed agreement and compare it with the provisions of the Act to make certain that it is not illegal.

In early March Robert N. Denham, General Counsel of the NLRB, ruled that employers may sign union shop contracts provided the union shop is upheld by a subsequent NLRB election. The Taft-Hartley Act outlaws the union shop unless the NLRB certifies that a majority of those employed in that bargaining unit have voted for it. Before the Board will hold a union shop election a petition must be filed by 30% of those employed in a bargaining unit.

Denham's ruling was for the purpose of speeding up negotiations on contracts due for renewal in the spring months. Unions and employers have been inquiring what kind of agreement for union security can be written pending the necessary election. He pointed out that no union security provision can be enforced until after a majority votes for it but his ruling permits contract renewals and new contracts by writing a union shop provision into them which would be effective, if and when approved by a majority in an election as required by law. Only elections conducted by NLRB will count. Elections for the union shop are now being held at the rate of about 1300 a month. The Board is simplifying its procedure so that such elections can be held in moderate-sized or small plants within three weeks after filing petitions. *Management should study the law and make sure that any provision of a new or renewed contract is not contrary to the Taft-Hartley Act.*

## Atomic Fission in Labor Relations

**C**OLLECTIVE bargaining units are being split into little bits by the craft union provisions of the Labor Management Relations Act. Most employers are utterly opposed to the chopping up of plant-wide unions into as many bargaining units as there are crafts in their employ. It certainly is more difficult and more costly to negotiate separately with several unions than with one and to administer the varying details of several different contracts than of just one master agreement.

Firms with long-established satisfactory relations with one plant or company-wide union will find that the new law has created another hazard. Whenever so-called craft employees fall out with the thinking and action of the main body of production employees in the plant, they can now agitate for a Board election of their own. Or an outside craft union looking for more dues-payers can start organizing workers in their craft by creating dissension between them and the other workers in the plant where harmony has been the rule.



The employer is likely to be the chief sufferer in such a movement. Moreover, he suffers even when the craft employees fail to gain a separate union. The tensions generated in the plant by the agitation of the warring unions will usually upset worker morale and cut production.

Under the law, there is little that the individual employer can do to stop this disturbance to smooth collective bargaining. For Sec. 9 (b) of the act clearly prohibits the Board from deciding that a craft union is inappropriate "on the ground that a different unit has been established by a prior Board determination unless a majority of the employees in the proposed craft unit vote against separate representation."

Fortunately for management, the Board is also alive to the dangers that come with the multiplication of collective bargaining units, although to a large extent, its hands are bound by the law. Where bona fide crafts want units of their own, the Board has to so order. But it does have an area of discretion in determining when a craft actually exists, and a very recent ruling indicates a disposition to discourage applications for recognizing craft groups wanting to split from a plant-wide union that already has a contract. The law does not define the term "craft" at all.

There are innumerable jobs in modern industry which, although they partake of many of the characteristics of the full-fledged craft, do not actually have all of them. There are painters and carpenters, for example, in plant production work whose all around skill no where matches that of their outside casual-worker counterparts. Or if it does, it is so integrated with the work of other employees on an assembly line that it would be absurd to place the craft workers in a separate, perhaps competing bargaining unit. In this area of doubtful "craft" distinctions, the Board intends to authorize as few craft elections as possible. But this policy merely limits the amount of damage that can be done by the craft provision of the law.

Outside of the legal limitations of the law, there is much that management can do to offset this threat to its labor relations:

1. It can seek repeal or modification of the craft proviso, in the hope that eventually Congressional opinion will understand how damaging it is to harmonious industrial relations.

2. It can press the Board and the Courts to whittle down the definition of what constitutes a "craft", as much as possible.

3. In negotiating and administering plant-wide contracts, it should seek to incorporate special terms which will make craft employees willing to remain covered by the same agreement that applies to other production and maintenance employees.

4. In their personnel practices, as distinguished from the requirements of collective bargaining, it should make certain that craft workers are given the prestige and other psychological satisfactions that will keep them satisfied with their current status in the plant.

5. If craft unions, nevertheless, multiply with the plant, it should try to persuade them to conduct joint negotiations and to sign identical contracts.

## The New Look in Language

**I**F I were to choose one word to describe the present fashion in the field of business writing what would it be? Well, after not too much thought, I would suggest the adjective "overstuffed;" not because we use big words too much, but because we use all kinds of words, great and small, with too much padding. The new look in language has too much on the hips and seems about to come out with a bustle.

The following sentence was written in a notice by the personnel manager of a large corporation: "Every effort should be made to effectuate all discharges while employees are on the active payroll." Stripped to natural size, his meaning was: "Try to fire men while they are at work; don't wait until they are absent." Anyone who has to "effectuate" a simple thing like a discharge has packed his writing in too much excelsior.

Here are a few samples of this kind of verbal furniture:

|                          |             |
|--------------------------|-------------|
| Significant contribution | In terms of |
| Pattern                  | Approach    |
| Technique                | Concept     |
| At the level of          | Functional  |
| Contact                  | Reflect     |
| Philosophy               | Picture     |

These are not really big words, but they are so often inflated in the simplest contexts. A "useful" suggestion is blown up into a "significant contribution." Ordinary human actions are bloated out into "patterns", from the jargon of psychology, presumably because they are repeated in all the sons of Adam, although the analogy to the true pattern of the industrial arts is false. A procedure for filing letters or typing requisitions is styled as a technique, whereas it is only an orderly way of doing a plain series of acts with no claim to the pretensions of an art or craft.

Out of Washington comes that puffball "at the level of," whose noisome vapors have penetrated even the "American College Dictionary." A modest preposition like "in" will usually do its work. "At the college level" means simply "in college," except for the insinuation that being in college is higher than being out of college, which may or may not be so.

Once upon a time you spoke to someone, or called him up, but now you contact him, and apparently all the traditional dignity of our language cannot stop the expansion of this verb of simple tactile action into a sort of hydromatic transmission for all kinds of human intercourse. There was also a time when philosophy was one of the liberal arts, but now a mere notion is boomed as a philosophy, and ironically, many people speak as if philosophy were just mere notions.

"In terms of" is just a useless fat slug of a phrase: it is, of itself, redundant, for in order to use it at all, the matter from which the terms are to be taken has to be named and is therefore usually sufficient of itself; unless, as in mathematics, there is an actual substitution of terms.



"A valuable *approach* to the question of interests was made in the University of ——— vocabulary tests, which comprised both numerical and verbal *concepts* and, from a *functional* standpoint, *reflected* a high degree of specific mental alertness and a gratifying *picture* of general intellectual curiosity."

Of course, this is a phony quotation, but it is composed of actual phrases used by practitioners of the mode, and does not in the least belie them. The style is not only pompous, but each of the underlined words represents simple speech blown up for style. This overstuffed language gets in the way of the man who wants to understand what you are saying. As an editorial said last June, "The ability to make himself understood is important for the personnel worker. There is no reason to handicap himself by using fancy words where plain ones will do."

ALEXANDER M. LACKEY.

## Personnel Associations—A Contest

The "good old days" are never coming back. Employee relations will continue to bring problems and headaches. Personnel workers must be better prepared than ever before to meet and solve these problems. They must know more—and know more about more kinds of things; interviewing, job evaluation, pension plans, ways of stabilizing work schedules, psychological methods of many kinds, labor law and how to negotiate union contracts, to mention only a few. College courses will help; labor services, books, and magazines like PERSONNEL JOURNAL will help, too. Many people are finding that direct exchange of experiences is one of the quickest and surest ways of getting new ideas about personnel and labor relations. And personnel conferences afford one of the best means of direct exchange of experience with other workers in the field. So PERSONNEL JOURNAL announces a contest for the description of the best program of a personnel or industrial relations association. Next month's issue will give full details of the contest and the prizes for the three best papers. Watch for it.

# Conference Calendar

## May

- 5-7 Milwaukee, Hotel Schroeder.  
*International Council of Industrial Editors*, Annual Convention. Chas. J. Morse,  
122 So. Michigan Ave., Chicago 3.
- 7-8 Houston, Texas, Rice Hotel.  
*Southwest Conference on Industrial Relations*. C. H. Winston, YMCA. P.O.  
Box 129, Houston, Texas.
- 13-14 Detroit, Hotel Statler.  
*American Management Association*, Production Conference. James O. Rice,  
330 W. 42nd St., New York 18.
- 13-15 Boston, Hotel Statler.  
*Civil Service Assembly*, Eastern Regional Conference. 1313 E. 60th St., Chi-  
cago 37.
- 18-20 St. Louis, Missouri, Hotel Chase.  
*College & University Personnel Asso.*, 2nd Ann. Conv. Donald E. Dickason,  
Dir., 809 S. Wright St., Champaign, Ill.
- 23-26 St. Louis, Kiel Municipal Auditorium.  
*National Office Management Association* annual conference and office equipment  
exposition. N.O.M.A., 12 E. Cheltenham Ave., Philadelphia 44.
- 24-26 Denver, Hotel Albany.  
*Civil Service Assembly*, Central Regional Conference. Chas. A. Meyer, Asst.  
Sec., Detroit Civil Service Commission, Detroit.
- 24-27 Washington.  
*American Public Relations Association*, 1st International Institute. Charles  
T. Dockarty, 1427 Eye St., N. W. Washington.
- 26 New York, Waldorf-Astoria Hotel.  
*National Industrial Conference Board*, General Session.  
S. Avery Raube, 247 Park Ave., New York 17.

## June

- 6-9 Lake Delton, Wis., Dell View Hotel. 1st Section, Western.  
*National Metal Trades Association*, Plant Management Conference, J. M. Schap-  
pert, 122 So. Michigan Ave., Chicago 3.
- 7-9 Akron, Ohio, Mayflower Hotel.  
*Industrial Recreation Association*, National Meeting. John W. Fulton, Exec.  
Sec., 1 N. La Salle St., Chicago 2.
- 9-10 New York, The Waldorf-Astoria.  
*American Management Association*, General Management conference. J. C.  
Rice, 330 W. 42nd St., New York 18.
- 9-12 Lake Delton, Wis., Dell View Hotel. 2nd Section, Western.  
*National Metal Trades Association*, Plant Management Conference. J. M.  
Schappert, 122 So. Michigan Ave., Chicago 3.
- 16-18 Long Beach, California.  
*Civil Service Assembly*, Western Regional Conference. 1313 E. 60th St., Chi-  
cago 37.
- 16-19 Bolton Landing, Lake George, N. Y., Sagamore Hotel.  
*National Metal Trades Association*, Plant Management Conference. Eastern  
group. Write J. M. Schappert, Chicago.

The author "counted noses" to learn exactly what the attitude is of Pittsburgh union leaders on this subject. This is a thorough and systematic study of the stand of union leaders for and against job evaluation.

# Unions and Job Evaluation

By LEONARD COHEN, Professor of Industrial Psychology, University of Miami, Miami, Florida.

IT is important to know the attitudes of union leaders toward the use of formal job evaluation, because whether or not and how an individual concern will be able to adopt job evaluation will depend largely on these attitudes. The attitudes now held by the unions will also determine in large measure whether present formal job evaluation procedures will someday become part of a national policy.

The attitudes reported here were those of middle union leadership—the presidents and business agents of locals, and district representatives. These men are on the firing-line. Their attitudes are not necessarily those published by the "front office" and written for the record, but are attitudes formulated in the struggle of constant negotiations with management and explanations to members. It is important to understand these feelings, as they will determine the shape of things to come.

Of course, one must realize that generalized statements about attitudes are quite deceptive. In any given case the union attitude toward job evaluation would depend more on the history of previous union-company relationships than upon what the attitude ought logically to be. Attitudes are only expressions of underlying feelings; and those held toward job evaluation (positive or negative) will usually be the same as those held toward any other employee relations question.

## SECURING THE INFORMATION

The method of securing information for this survey was simple. The classified section of the Pittsburgh, Pennsylvania telephone directory provided a list of unions. The writer then personally interviewed the president, business agent, or district representative of all sixty-six unions listed to get answers to the following questions:

a. Have any of the companies with which the union bargains ever used any formal job evaluation system?

- b. Does the union conceive the formation of a job evaluation program to be the sole responsibility of management, the primary responsibility of management with the union reserving a veto right, the joint responsibility of the union and management, or the sole responsibility of the union?
- c. How effective has the job evaluation program been in reducing grievances or improving morale?
- d. Has experience been different with different types of job evaluation systems; e.g. overall job rating, job classification, factor comparison, or point ratings?
- e. Has formal job evaluation ever been used by the union in formulating their own wage demands?
- f. What is your personal opinion about job evaluation; should it be used more and more; is its continued use unnecessary?

#### USING INTERVIEWS INSTEAD OF QUESTIONNAIRES

The interview rather than the written questionnaire was employed to make certain that when various terms were used, especially the phrase "formal job evaluation", that the meaning was the same for both the interviewer and the interviewee. As the study progressed, it became apparent that this precaution was wise. Many people used job evaluation to cover such varied things as employee merit rating, time study, and even as a general name for a contract bid by an employer.

Although the interview procedure is more time consuming than a questionnaire and hence restricted the size of the survey sample, it was considered more valid. The interview permitted full discussion of job evaluation and thus did not force responses to conform to the mold of a written document.

Of primary importance in this study is the description of the different generalized attitudes toward job evaluation held by "industrial" and "craft" unionists. Although it is not entirely possible to classify unions as craft or industrial with exact precision, some useful guides have been established. The 1941 affiliates of the American Federation of Labor and the Congress of Industrial Organizations have been classified into "craft", "amalgamated craft" and "industrial" types by Daugherty.\* Where possible, his classification was adopted in this study, except that "amalgamated craft" and "industrial" unions were combined into one group and labelled "industrial". In addition, unlike Daugherty, the American Federation of Musicians was classified as a craft union and not as an amalgamated craft. After the unions were thus classified, there still remained a group that were not affiliated with either the A.F.L. or C.I.O. in 1941. These were classified into "craft" or "industrial" on the basis of the numbers of kinds of employees for whom they bargained. If their membership contained all the workers in a shop, or represented a number of different types of jobs it was considered to be an industrial union. If the membership was homogeneous as to job type, and bargained for no more than three closely related classes of workers, it was considered to be a craft union.

\* Carroll R. Daugherty, *Labor Problems in American Industry*, pp. 351-357, 1941.

## CRAFT UNIONS DON'T USE JOB EVALUATION

Of the craft unions, (only twenty-three supplied sufficient data to allow conclusions to be drawn) *none* had used job evaluation systems to help them formulate their wage demands, nor have they recognized that the employers with whom they bargain may be using a job evaluation system. And if an employer were to present wage differential arguments based on job evaluations, the craft unions would not discuss the merits of the system; they would not even acknowledge it as being a valid tool of industrial management. The typical attitude is, "we are not concerned with what other workers may be getting, but we want to know what we are going to get". Wage demands are based on a union scale originating in very early days, modified only by wide fluctuations in the cost of living, and by adequacy of the labor supply.

In view of what these union leaders said, it is evident that if a company is unionized on a predominantly craft basis, job evaluation methods could never be adopted, without a large-scale and energetic program of education. Statements such as, "Can't see how it will work in our trade", "Don't want any part of job evaluation",

TABLE I

| Type of Union                              | Never use job evaluation nor recognize employers' use of it. | Have used job evaluation or have recognized employers' use of it. |
|--|--|---|
| Craft . . . . .                            | 23   | 0   |
| Industrial and Amalgamated Craft . . . . . | 14   | 18  |

"Have no use for job evaluation", "The man is the important thing, not the job", and "If you don't get what you want, strike it out", certainly do not indicate that craft unions, at the present time, are ready to accept either job evaluation theory or its practice. If a concern which dealt with craft unions were to formulate a wage scale with differentials based on job evaluation, and the measured worth of any particular job fell below the union scale, one of two things would happen. The men would "strike it out" till they got what they wanted or they would get what they wanted without a strike. In either event, the formal evaluation system, or the curve of wages based on it, would be modified. Then would not the job evaluation be superfluous? Better to have conformed to the union scales in the first place without indulging in the fiction of a systematic determination.

## INDUSTRIAL UNIONS MORE FAVORABLE TO JOB EVALUATION

So far as the industrial unions are concerned the situation is different and the attitude toward job evaluation is more favorable. Thirty-two industrial unions supplied data. Of these, fourteen have, themselves, never used a formal job evaluation system to help determine their wage demands, nor do they recognize that their employer bargaining adversaries ever have used job evaluation. However, this does not mean that approximately half of the industrial unions are opposed to job evaluation. Certain of the leaders of this group say that they have been negotiating with

their employers in an attempt to formally systematize the wage structure and that eventually they hope to see job evaluation established jointly through union-management cooperation.

Some of these fourteen unions do not feel that formal job evaluation is necessary. By and large, these are older unions in long established occupations. They feel that wage differentials have been satisfactorily determined by the results of bargaining over a long period. But rather than being militantly opposed to job evaluation, as most of the crafts seem to be, they are neutral and consider the aims of job evaluation to have been accomplished already.

### WAGE DIFFERENTIALS ARE MOST IMPORTANT

It is not surprising that the attitude of the industrial union should contrast sharply with that of the craft union. The Industrial union because of the very nature of its membership, ranging from the lowest in skill to the highest, must be conscious of *wage differentials* and have some objective method of determining what the differentials should be so that ready explanations can be made to members who may complain—after the collective bargaining agreement has been signed—that they will receive less than they should in comparison to the pay of their fellow members. On the other hand, craft unions only bargain for one kind of employee. They are not primarily concerned with wage relationships and differentials, but rather with the craft minimum. All the members get practically the same wage and complaints do not involve rate inequities. Is it not natural, then for the craft union to be against job evaluation while the industrial unions favor it? Craft unions do not consider job evaluation necessary: for the industrial union it is useful.

Eighteen of the industrial unions reporting have either used or still use a formal job evaluation system to help them formulate their wage demands; or recognize that the employers with whom they bargain are justified in using job evaluation. A few of these unions use it only "where possible to get wage increases", or to "immediately adjust inequities". Some are opposed to it: "It is just another method of watching the employee and is there only to benefit the employer and stockholder"; "The union ignores it till it hurts the employees, and then the union steps in". But the overwhelming majority of these unions feel that formal methods of job evaluation are desirable and necessary for modern wage and salary administration.

Some say the "idea of job ranking should be used to make differentials more fair"; "seems fairest for all"; "helps a man to know his job in relation to other jobs"; "in general, job evaluation is a pretty good thing"; "job evaluation is an intelligent way to iron out inequalities; it eliminates a lot of confusion; is a practical solution of the problem"; and "job evaluation is necessary or else there is no basis for rate scales". These are the prevailing attitudes.

### THREE UNIONS EVALUATE INDEPENDENTLY

At least three of the eighteen unions formally evaluate all the jobs in their bargaining units independently of company ratings, and often by a different system of

evaluation. They state that this helps them during contract negotiations and that if they do not evaluate their jobs they must spend a lot of time that could better be spent otherwise watching individuals work. They use job evaluation as a practical aid for the conduct of union business. Job evaluation gives the union a "talking tool" in bargaining with management.

Six unions expressed the idea that the institution of a job evaluation plan should be the joint responsibility of management and labor. Two unions felt that management alone should be responsible for the adoption of job evaluation procedures with the unions retaining the right to check, review, and veto the final results and bargain collectively about the resulting wage structure. One union felt that it was immaterial whether the company and the union jointly performed the job evaluation or whether the company did it independently "as long as it is fair". One amalgamated craft union, while denouncing job evaluation in any form, has actually developed a formal job evaluation plan independently of any employer interference, and requires the employers with whom it bargains to adopt its wage structure without modification. It seems safe to say that at least this union feels that job evaluation should be the sole responsibility of labor, and that the division of the total wage among the workers should be a function of the union.

Management's attitude, in this case, is both interesting and important. Quoting the personnel director of the plant involved, "Management hasn't much to say now. The union dictates and we just work out the details. Since job evaluation was set up by the union four or five years ago, grievances over wage differentials (but not over wages) have been materially reduced. After all, union men can't complain about a system they, themselves, established." This company is a moderate sized one in the industry and regularly employs four hundred and fifty workers.

### WHY SOME UNIONS LIKE JOINT EVALUATION

Of the unions that indicate that job evaluation should be a joint union-management responsibility, prevailing opinion centers about three things:

1. If the union is a party to each step of the evaluation program the officers can better protect the interests of the membership.
2. If job evaluation is to be at all successful it must be accepted by the workers, and if the union was active in developing the plan it is more likely to be accepted.
3. The union should be actively concerned with wage differentials and how these differentials are determined. The method employed to divide the total wage among the various workers should be a primary concern of the union.

They feel that the members like the union to be an active participant in the formation of job evaluation plans, and that if the union helps to form the plan, it can more effectively act as the workers' agent in securing better plans and modifying existing plans as shortcomings appear.

Attitudes of the two unions which feel that job evaluation should be the primary responsibility of management is best typified by the cartoons on pages 78 and 79 of the *U. E. Guide to Wage Payment Plans, Time Study and Job Evaluation*. The state-

ment is made that only headaches will result if the union takes over the functions of management. The drawing shows a worker, obviously very angry, shouting, "Who point rated me?" The union representative meekly exclaims, "I did," and management slyly states, "Remember when *we* used to handle those complaints? Pretty cute!" The text on the preceding page (page 77) states, "The local union should refuse to become bound by any system which management may use to establish job evaluations. It should not appear in the contract."

Without exception, all of the seventeen unions which had direct experience with job evaluation found that it had within a few months, reduced wage grievances. Job evaluation proved a stabilizing influence and provided questioning employees with reasonable proof as to why their rates were so in comparison with everyone else's rates. But the reason for the reduction of grievances goes much deeper than this. The acceptance of job evaluation by the rank and file worker provides a systematic method and an orderly way of thinking about rates. Jealousies and grievances which grow out of "personalized" rates virtually disappear and with them the grievances.

### JOB EVALUATION REDUCES GRIEVANCES

The fact that job evaluation is useful in reducing grievances is *the* reason that industrial unions usually encourage its development. Contrary to current managerial opinion, unions do not thrive on grievances. The unions covered by this survey find that the fewer the grievances, the more stable management-union relationships become. They are glad to have fewer "jealousy" grievances so that they can devote their time to the more important function of unionism; namely, the securing of an ever-larger share of the total value of production.

No evidence was presented by any of the unions to indicate that any one kind of job evaluation was superior to another in reducing grievances. So long as the system was wholly accepted by the workers and the management, point rating, factor comparison, job classification, and job ranking seemed to be equally valid and were regarded as equally acceptable.

Most unions felt that all jobs in a business establishment from the lowest to the highest including the president should be evaluated. Most unions felt that clerical and white-collar jobs should be evaluated independently of factory jobs, but that the wage curves for the two types should be equated. A few unions feel that an adequate job evaluation program helps establish promotional sequences which are useful in eliminating blind-alley jobs and which enable employees to see just where they stand.



Training programs should be planned to meet at least two needs. First, what do their superiors expect of the trainees; and, second, what needs have they on their own account. Here is a training program developed to meet these very objectives.

# We Conducted Our Own Secretarial Class

BY FLORENCE TRUESDALE, Assistant Personnel Director In Charge of Women, The White Motor Company, Cleveland.

IN THE past few years it has become increasingly difficult to fill secretarial vacancies promptly by truly competent people from among our employees. Suitable people training for these vacancies and persons ready for promotion were few and far between. Filling these positions with outside people would lessen the problem considerably, but in all fairness to our own employees, we were not willing to do this. We wanted them filled with our people—those we took as high school graduates, were training, and watching grow.

Naturally we took inventory and asked ourselves, "What is it these people need to know to increase their efficiency and to qualify for our secretarial openings? Why have we failed to prepare these people?" At this point in our thinking we felt compelled to make a review of the qualifications of each girl in order to determine her training needs. In doing this we found that one or two requisites were missing in the case of each girl. Factors such as these: lack of poise, lack of good appearance, poor use of the English language, not tidy and neat about her work, not original and progressive in her thinking. Strangely enough it was never a case of lack of technical skill, such as typing or stenography, but rather of those qualities which make the difference between being just a stenographer and being a secretary.

## Meeting Training Needs

It was this analysis which made us decide to organize and conduct a secretarial class. Our aim was:

1. To make these girls aware of those qualities that are necessary to become a good secretary.

2. To encourage them to make their own corrections.
3. To give them further technical training such as setting up all types of files, and proper use of the telephone.

The response from the girls in our Company was prompt. In two days we had a full class of thirty girls. Those responding were girls who were either already secretaries, or stenographers who aspired to become secretaries, all of whom were the type of girls who wanted to increase their efficiency.

The textbook we chose was "Private Secretary Manual" by Beatrice C. Turner which enabled us to cover the entire subject in proper sequence. With this as a basis we approached the subject from the beginning; namely, the reason and necessity for such a position and what it means to the employer. The first step enabled us to cover and to more clearly define for the girls the secretary's status and function in our organization. The second step, the qualities of a secretary and what secretarial "sixth sense" means, followed quite naturally. To this subject we gave a great deal of time and studied it from every angle. Many lengthy discussions resulted. To aid the class in learning about secretarial qualities, we gave each girl a different reference book on the subject and asked her to refer to it at all times and to read to the class what her authority had to say. Probably the most interesting and helpful contribution in aiding us with our discussions were the private secretaries in the Company who visited our classes and gave the girls the benefit of their experience.

### HOW TO BE A GOOD SECRETARY

From there, we proceeded by covering every phase of secretarial duties, spending much time on some of the things mentioned. In the case of filing our Central Filing Department gave us detailed instructions in setting up all types of files and in cross-indexing and urged each girl to use the department as a future source of information. Teaching these girls uniform filing served as the beginning of standardization of files in our Company. The telephone company was most cooperative with the telephone part of our presentation. On two occasions, Miss Adele Blazey, of the Ohio Bell Telephone Company of Cleveland, worked with the girls. She talked to them about the most effective way of handling each telephone call and had them use the sound mirror so that they might hear their voices in action.

Right from the beginning we were aware that each class carried its own momentum; it actually turned out to be a clinic. Typical of such a class was the way in which the subject of the day was no sooner introduced when each girl presented her own problem in connection with it, and was anxious to hear the experience of others. All were interested in better ways of handling the situation. Subjects such as the following encouraged each girl to state her own problem: handling callers, organizing the work, disposition of mail, preparing mail briefs while employer is traveling, advanced ideas and shortcuts in taking dictation, handling calls that the employer is too busy to accept, how far she can edit a letter while transcribing, the type

of personal duties she can perform for her employer and many, many others. Then again on some subjects such as technical dictation, the class asked for more detailed study. They were not interested in just touching on the subject; the class made a list of technical terms the Company uses and applied the correct shorthand forms. One of our private secretaries who is a shorthand expert, volunteered her time at one of the classes to help the girls.

Motion pictures on secretarial work and books pertaining to the subject from the Public Library were introduced alternately into the course in order to vary the presentation and stimulate further study. As mentioned before, visiting secretaries were a most helpful addition.

### Some Benefits of the Training Class

We were able to learn many things from this class. The most important was that the class itself, which is made up of girls working right in the field, can make many original and practical contributions if guided correctly. The contributions which the class made that were not a part of the original program, but rather an outgrowth of the class itself, were, for example:

1. Making a list of every technical term the Company uses accompanied by description and proper shorthand forms.
2. Making a list of every secretarial duty.
3. Making a manual of uniform rules for filing and cross-indexing.
4. Listing telephone courtesy rules.

Such accomplishments as these encourage us to feel that each succeeding class will have its own contributions, and that through such efforts, we may be able to develop many useful aids for secretaries. We are hopeful that future classes may be able to contribute such things as a White Motor Style Manual, or maintain a circulating library for secretaries, or many other such accomplishments.

In summarizing our first experience with secretarial classes we believe that those who attended went away with a broader understanding of their positions, more knowledge of practical solutions to their problems, and a basis from which to improve and correct their shortcomings. It was felt that to accomplish just these few things made the project worth while. We are looking forward to the secretarial class as a permanent feature of our training program and one which will serve to promote happiness and job satisfaction for many of our girls.

The March editorial, "Why Call It Industrial Relations?", has provoked many comments from readers. Here is the first batch of letters just as they were received.

# "Why Call It Industrial Relations?"

LETTERS FROM READERS

## It *is* Personnel Administration

Editor, Personnel Journal.

DEAR SIR:

THE comments, "Why Call it Industrial Relations?" in the March issue of *The Personnel Journal* should stimulate considerable debate and varied opinions on terminology. There is always discussion, disagreement and even vicarious agreement about nomenclature when anything new is to be named. Some parents have difficulty at times accompanied by emotional strains in naming new babies. The emphasis on problems which arise because of people working in industry is new. There is more interest in people and human behavior now than has ever before been recorded in history. Hence the confusion in terminology. Terminology is important and should be straightened out right from the very beginning if possible.

You will receive, no doubt, many arguments and defenses from those who have some personal or emotional attachment for the term industrial relations and also from those who like the term personnel administration. There are also those who claim that, "a rose by any other name will smell as sweet." This comes from those who claim that it is the object that is important and not the name. They may sincerely believe this or they may be using it as an excuse to escape from the details and accuracies of thorough thinking.

Names *are* important and have great emotional appeal. If names are not important then we would not have such things as "name calling" on the part of those subscribing to certain popular or unpopular beliefs, or rose fanciers would not be so particular to see that their special kinds of rose deviants are accurately identified with names. The emotional appeal in names is just as strong to the personnel psychologist as the factual or logical appeal is to the physical scientist.

There is no such thing as industrial relations. What is meant is that certain relationships arise between people because of their working together in industry. In

this country we lay claim to stress and emphasis upon the individual. We are unique in this. People like to be recognized as individuals even though they are working in groups. They like to believe they are not clock numbers. They also like to believe that the group could not get along without them even though it can. Because recognition of the individual comes first we should think of our particular kind of occupation as personnel administration rather than industrial relations. The problems of employees in industry result because of the merging of the individual into a group. What is called industrial relations, therefore, is born out of personnel administration and is just a phase of it.

Personnel administrators deal with two kinds of problems; namely, individual and group problems. Both are personnel problems. Most of the writing and talking about industrial relations pertains to labor problems or labor relations; labor being a collective term for several people working at the same kind or class of work. Industrial relations then, as commonly used, really means labor relations and is only one important phase of personnel administration.

I think we should stick to the term "Personnel Administration" so we can continue to maintain the integrity of the individual no matter how interesting the group psychology and socialization of industry may become to us. One important reason *all* managements have labor problems today is that *some* managements in the earlier history and development of industry forgot the "person" or the individual. Yes, it *is* personnel administration.

LAWRENCE G. LINDAHL, Personnel Director, The  
Todd Company, Inc., Rochester, N. Y.

## Industrial Operations Are Performed By People

Editor, Personnel Journal.

DEAR SIR:

With reference to the above entitled article in the March issue of Personnel Journal, we felt that it is more convenient and logical to speak of someone as "a personnel man" than as "an industrial relations man". When analyzing industrial operations we always come back to the fact that all industrial operations and functions are performed by people and much emphasis is placed on the proper handling of people who perform the company's operations and functions. On this basis "Personnel Administration" is more descriptive and convenient than "Industrial Relations".

A question arises as to whether the term "Personnel Administration" is commonly known to include labor contract negotiations. Professional men in the field know that labor contracts have an important bearing on personnel administration. Perhaps if the term "Personnel Administration" were more widely used, the public, management and labor in general would become better educated to accept this mean-

ing, which seems to the writer to be more sensible than the term "Industrial Relations".

I would appreciate knowing the opinions of other personnel men.

Yours very truly,

PACKARD MOTOR CAR COMPANY (TOLEDO PLANT)

F. W. FENNELL

Industrial Relations Manager

### She Disagrees

The following comment was received from Mary L. Fledderus, Director, International Industrial Relations Institute, American Section, New York. She says "this analysis suggests that the term industrial relations has come into use because the word relations emphasized the reciprocity of responsibilities and rights in the contacts between employer-managers and workers, whereas the earlier terms—labor problems and personnel problems—emphasized a one-sided relationship in which the interests of owner-managers only were emphasized."

### "What's In A Name?"

Editor, Personnel Journal.

DEAR EDITOR HAY:

Your paragraph entitled, "Why call it industrial relations?" invites comment and Tom Spates' name is mentioned.

Perhaps some of your readers have not seen the paper, *An Objective Scrutiny of Personnel Administration*, written by Tom Spates and published by the A.M.A. It presents the case for the use of the phrase "personnel administration" very ably.

Then there is the book, *A Program for Personnel Administration*, by J. J. Evans, Jr., of Armstrong Cork Co. published by McGraw-Hill in 1945. Those interested should read the chapter entitled, "What's in a name?" in which he says that the commonly used phrase "industrial relations" falls short in two particulars: (1) the popular impression of it today is too restrictive and (2) literal interpretation finds it too broad. Quoting from Evans:

"Recognizing that overlapping of interest and responsibility do exist, I nevertheless submit that if Personnel Administration were subjected to subdivision, three major areas would be found: Personnel Relations, Contractual Labor Relations, and Public Relations."

Trusting this may be of interest, I am

Cordially yours,

NEW JERSEY STOKER CORPORATION

ERNEST L. CHASE,

Assistant to President.

(Director, Chaplain Counselors for Industry, Inc.)

## "Mac" Doesn't Like Either Term!

Editor, Personnel Journal.

DEAR SIR:

I was very much interested in the little article on page 319 entitled "Why Call It Industrial Relations?". That certainly rang the bell with me. We are advocating an entirely new set of words, or a new nomenclature in connection with this field.

1. We advocate that we quit using the term "labor" in connection with those who work. We believe that the term "employee" is much better.

2. We are trying to get away from the word "management" because it has been lambasted, ridiculed, critized and blasted so much that it represents in the minds of the public big business, whereas the majority of companies that make up our American economy are small businesses or medium size businesses, so we advocate the word "employer".

3. We are advocating the discontinuance of the word "organized labor". They are in fact "unionized employees", and we are in this connection also advocating that we stop using the term "organized labor leaders" or "labor leaders". As a matter of fact they are "union officers".

When it comes to the professional field of dealing with the problems of the employer and employees, we like neither the words "Director of Industrial Relations" nor "Personnel Director". We are advocating the use of the term "Director of Employment Relations" or "Employee Relations" as some might prefer it.

I think that some day we will emerge with the terminology of "Human Relations", which covers all phases of a company's dealing with people, both within the plant and without the plant. In other words, "Public Relations", "Personnel Relations", and all will be submerged into the one term "Human Relations".

The term "Director of Industrial Relations" certainly does not connote the actual duties or responsibilities of the person who carries the title.

Cordially,

CHAS. A. McKEAND,

Director of Employment Relations,

MERCHANTS AND MANUFACTURERS ASSOCIATION,

Los Angeles, California.

## Personnel Covers More Than Just Industry

Editor, Personnel Journal.

DEAR SIR:

I read, with much interest, your short article, "Why call it Industrial Relations", in the March Journal. It was excellent for two reasons. It was brief and it was thought provoking.

I think, perhaps, the two terms "Public Relations" and "Industrial Relations" more or less grew up together, hence, the natural similarity in nomenclature.

Along the line of thinking contained in your article, there is no doubt but what "Public Relations" means just what it says. However, I would suggest the term "Personnel Relations" for "Industrial Relations", instead of "Personnel Administration", as the word Relations implies the use of psychology more than does the word Administration, and if there was ever a field in which psychology played such a major role, as it does in Personnel work, I have yet to meet up with it. (Possible exception—Sales.)

The prime reason for substituting the word Personnel for Industrial is the fact that the Personnel field covers many more phases of our economy than Industry alone. The department store and transportation personnel men deal with Personnel Relations as well as the Industrial field of production.

Very truly yours,  
R. D. EDGERTON,  
Personnel Manager,  
S. L. ALLEN & CO., INC.,  
Philadelphia.

### Not Much Hope For Semantic Clarification!

Editor  
The Personnel Journal  
Swarthmore, Pennsylvania  
DEAR SIR:

Your comment concerning the ambiguity of the term industrial relations is well taken. I think every personnel teacher must feel the way you do when he comes to explaining the meanings of industrial relations. There are several meanings and several connotations to this term. Historically, it has been said the term was born in the period of industrial conflict in 1894. Others say it appeared just before the twenties. As it has come to be used it includes what is also considered personnel administration but places an emphasis on labor relations as concerned with collective bargaining and other management-union relationships. To be more logical I should include "industrial relations" as one of the areas of personnel administration. However, I do not see much hope for semantic clarification since the term industrial relations has an ego value for those who use it and identify themselves with it. The sweep and broadness implied in the term "industrial" will justify its continued use at the expense of logic.

To look to the Universities, industrial relations as used by the New York State School of Industrial and Labor Relations is inclusive, as the title of the school connotes. The curriculum includes labor history, labor economics, collective bargaining, human relations, personnel management and related fields. Personnel Adminis-



tration, at least as taught in our universities does not cover this wide area, but is restricted for the most part to areas discussed in the standard textbooks in personnel management. As I see it there has developed a trend towards including more "human relations" (a socio-psychological approach) and more "personnel psychology" (psychological methods applied to personnel problems) in the area personnel administration in the past few years. Perhaps we can do little but recognize the overlappings and conflicts in terms until the entire field of personnel—or shall we say industrial relations—outlines itself in growth and development.

Cordially yours

DONALD E. LUNDBERG

Asst. Prof. Personnel

CORNELL UNIVERSITY.

## About The Authors

*Alexander M. Lackey* was trained as an accountant at Reed College, Portland, Oregon, where he was graduated, and at Columbia University where he did graduate work. His first job was a year in the Consular Service at Rio De Janeiro, after which he remained there for four more years with an American firm. For the past fifteen years he has been with The Baldwin Locomotive Works in accounting work.

*Leonard Cohen* is an Industrial Psychologist and has worked in industry as a Methods Engineer. He is now Professor of Industrial Psychology at Miami University, in Florida. He has degrees from Clark University, University of Pittsburgh and a doctorate from the New School for Social Research, New York City.

*Florence Truesdale* has worked in the field of non-directive counseling of factory women, and is now Assistant Personnel Director in Charge of Women at The White Motor Company, Cleveland. She was educated in the Cleveland Public Schools and at Western Reserve University.

*Paul W. Kayser* has been a school teacher, retail store manager and a training director and salary administrator for a large manufacturing company. He still teaches on the side besides his work as Personnel Director and is a director of the New Jersey State Junior Chamber of Commerce. He is a graduate of Wesleyan University, Middletown, Connecticut.

*J. K. Gerdel* is Assistant Professor of Business Administration at Washington University, St. Louis, and divides his time between teaching and consulting work related to personnel. He is a graduate of The University of Missouri and during the war was an officer in the Army Air Forces working on special recruitment, supervisory training and was labor officer in manufacturing plants.

What makes a good personnel program in a small plant? An "expert" for each function? Or a small but flexible group, familiar with the overall problems of the business and ready to serve and be useful to the "line"?

# Does a Small Plant Need A Personnel Program?

BY PAUL W. KAYSER, Personnel Director,  
Industrial Tape Corporation.

**S**MALL plants have just as much need for a sound Personnel Program as the larger plants, with their complex organization structures and the myriad of problems attendant to such a situation. Yet how often have we heard small plant managements disclaim this need, or else give only lip service to the problems faced by a struggling personnel manager with no staff, who has been placed in his position only because it seems evidence of being modern to have such a position established within the organization.

Perhaps it would be well for those of us who are in smaller plant personnel work to take a look at ourselves to seek out the reasons—undoubtedly a reflection on ourselves—for most of this feeling. Certainly we must be coldly objective about our own tribe before we can criticize or comment on others.

## THERE IS NO NEED FOR A TOPHEAVY STAFF

I hold that the greatest stumbling block to the advancement of personnel acceptance in these situations of which we write is the feeling so many of us have that a good personnel job can only be done by a lopsided, topheavy staff of experts; one for each function or service we intend to render. Certainly such a group presents an imposing array and offers those of us with a bent for layout a grand opportunity to set up a formidable department. Since when, however, has the specialization necessary in our plants because of their technological complexity carried over to us. Is there any law which says that a few can't do the work of many? Is there a rule which prevents, for example, your safety man from handling suggestions too; and maybe also the statistical work necessary to give you proper records and graphs? Or again can not an employment interviewer handle testing and employee welfare along with his employment duties? We've got to get practical and sensible on this

score. Cut the silver lining out of our mental cloud and come down to earth and dig in. If we don't, I wouldn't blame managements for feeling we're the unnecessary overhead that many think we are.

Another point too, I believe, bears serious consideration. How many of us make a real effort to prove factually, on a dollar and cents basis, our department's true value to the concern for which we're working? Granted, much of what we do can't be measured; but I've got the feeling we try too hard to hang our hats on this fact.

### LET'S BE COST-CONSCIOUS

Let's again get practical; business is run for a profit. Can we expect then that hard-hitting managements should buy some of the stuff we attempt to sell? Why not add Unemployment Compensation costs before and after, a better compensation cost picture, a sounder wage curve, specific measurable evidences of increased productivity due to training—to our story of improved morale, better management-labor relations, etc. Maybe then we'll attain better and more wholehearted acceptance. Also, how often have we, in our zeal to do a good job, attempted to bite off more than we can chew from the standpoint of services rendered? It is axiomatic that when an individual or department does a good job requests for additional service will be forthcoming. I hold it is a personnel man's responsibility to analyze each request objectively; to look at it from the viewpoint of does it fit into the pattern of what my organization's management wants me to accomplish. And if it does not, then turn it down. Far too many of us become bogged down, scatter our shots too thin; then wonder again why we're not better received.

Further, while we may not be line operating people, we must understand the problems of the line and the overall problems of the business, so that we can offer to our organization more than just our knowledge of personnel procedures. I think that there are few who would disagree that managements are looking for all-around executives; men who can comprehend the overall problems of the business. Perhaps too many of us feel that as Personnel specialists, we have no business thinking or contributing to other phases of the business. Perhaps, too, as specialists we limit ourselves too much; become too wrapped up in our own little sphere. Let's show what we know—let's contribute—then we'll be more readily received.

Finally, let's all remember our staff function. Let's realize, we're here to assist, not to dictate; to coordinate and plan, not to run off by ourselves. Perhaps we get too cock-sure and lose sight of these fundamentals.

Many organizations treat personnel data with unnecessary secrecy. Such an attitude is countered by their employees with suspicion and with restricted production. Such secrecy also hampers research for the development of better personnel methods.

# S-S-Sh! It's Confidential

By J. K. GERDEL, Federal Reserve Bank of  
St. Louis

CONFIDENTIAL—Communicated in confidence; of the nature of confidence; secret.  
WEBSTER'S INTERNATIONAL DICTIONARY

A GREAT obstacle to better personnel relations today is the lack of mutual employer-employee confidence posed by the attitude that personnel information is confidential. The very act of classifying personnel data as confidential often has the effect of destroying employee and public confidence in management, which is one of the basic objectives of good personnel administration.

If there is to be scientific research in the field of personnel administration, it must be by the collection of the facts of what is being done in the field. While we are under no obligation to accept a practice or principle as right just because it is done, there is much benefit to be derived from studying what is done in an effort to evaluate those practices and principles and to test them further through experiment.

On many occasions, in attempting to collect such material, I have been cautioned by those who have contributed that the information is confidential and that it is only their trust in my integrity as a research person which persuades them to part with it. The condition is frequently either implied or stated that the materials are to be released to no one else and are not to serve as the basis for publication.

Such restrictions on research into the field of personnel administration can only be compared with the restrictions placed on research in physics and chemistry in the Middle Ages. To illustrate my point, I would like to review some of the kinds of personnel data which lend themselves to research, and to examine the reasons why they should or should not be classified as confidential.

## CLASSIFIED PERSONNEL DATA

There are four general classes of personnel information which are considered confidential by many companies. The first is that which deals with compensation. This includes information on actual rates paid, job rates or ranges, methods of rate

setting and job evaluation, merit rating plans, and incentive wage methods. Many personnel people release this information with the same reluctance that an elephant gives up one of its tusks.

Another class of personnel information which is guarded with the greatest secrecy includes record forms and record information, such as data contained in personnel files of both present employees and those who were at one time employees but have subsequently left. A third class of information deals with the qualifications and standards applied in hiring or promoting employees, including promotion policies—or the lack of stated promotion policies. A fourth type of data covers service or benefit plans for the welfare of employees, including vacation plans.

#### INTRA-COMPANY TREATMENT

It is interesting and instructive to note that this information is not only confidential as applied to its release outside of the company concerned, but frequently also it's treated as equally or more confidential within the company itself. Rank-and-file employees rarely have access to this information except in the most general terms and even supervisory personnel, whose operations are affected by the information, are permitted access to it under only the most restrictive circumstances.

There seems to be a conspiracy among personnel officials to throw a cordon around personnel administration, keep it from those who could most profit by its use and effectively destroy much of the value inherent in such information.

Most of the authorities in the field of personnel administration are agreed that those company activities which affect employees' compensation should be made known to the employee, should be explained to him simply and should be periodically reviewed with him in order to remove any doubt or suspicion which exists in his mind and which may interfere with his performance of his duties. A company which has an honest and well constructed wage or salary administration plan can do nothing else without jeopardizing the anticipated benefits of the plan. Those companies without honest and well-constructed wage and salary plans may well fear that employees are either uninformed or wrongly informed, to the end that they misconstrue the compensation intentions of management, which in turn leads to doubts and suspicions which impede production.

Let us look for a moment at some of these activities which bear on an employee's compensation. One is the actual rate paid to each employee. Is there any reason why the compensation of one employee should be a secret from others? Where salary administration follows a planned and equitable pattern the answer must definitely be "no". Again, even where there is no such pattern there is little hope that the information can be successfully withheld from employees who desire it. In union contracts compensation is established, printed or duplicated and known to all. In unorganized activities washroom gossip and luncheon table discussion of prices, cost of living and taxes quickly reveal to each worker the approximate wage or salary level of others. The employee places himself in his thinking at some level

of industrial society where he feels he is worth more than workers in certain other occupations and acknowledges that he cannot receive as much as those in others.

These opinions become consolidated through group thinking and discussions and any wide difference in actual salaries outrages an employee and brings dissatisfaction with its consequent loss of production.

#### EXPLAIN RATE RANGES

Many firms which have adopted rate ranges in their wage and salary plans have withheld the range information from both rank-and-file and supervisory employees in the fear that the establishment of a maximum rate will cause pressure from both for a general raising of wage or salary levels toward or to the maximum. This kind of thinking is unrealistic and arises from a failure to explain rate range application so that it is understandable to employees.

If it is properly explained that the purpose of establishing wage and salary ranges is to recognize variations in the performance of individual employees within a group of similar jobs, there can be acceptance of the principle of merit and further acceptance that the maximum of the range may be attained only by employees whose proficiency on a given job far excels others. The only manner in which unwarranted pressure from employees seeking wage or salary increases can be withstood is by fully explaining to employees the principles which govern the structure. Withholding such information only increases the pressure at the same time that general dissatisfaction is created.

The same principles of giving information to employees must apply in methods of rate setting for incentive wages and in applying job evaluation plans. The employee who does not understand the content of his job or the method of evaluating that job or in which his incentive wages are computed, must necessarily feel that he is being treated with something less than fairness by his employer.

He will soon jump to the conclusion that either his employer thinks him unintelligent and unable to understand the method of computation (and few of us are willing to admit to ourselves that this is true) or he must feel that his employer is hiding something from him and through such evasion and trickery is getting more from the employee than he is paying for. Either attitude on the part of employees is not going to build a well satisfied and productive working force.

#### GOOD OR BAD—TELL THEM!

Merit rating has been adopted by many companies in an effort to obtain some degree of uniformity in the evaluation of employees by unit supervisors. In many companies using merit rating the ratings are never discussed with employees; they are never told the factors on which they have been rated and they know only that some evaluation has been made of their performance. The employer's attitude seems to be that the employee's supervisor, the personnel department and management in general have a right to sit in judgment on the performance of the employee, but that

the employee has no right to know the results of such judgment other than that he may occasionally receive a salary increase or promotion, or that he may be fired. In the former case the employee frequently does not respond as well as he might if he were told why he had been favored with a salary increase, and in the latter case failure to advise the employee that he has not measured up to his job may result in lowering his performance to the point where he is no longer acceptable as an employee. Such laxness might have been prevented by a discussion with him of his performance, and the organization might have saved itself both the cost of a period of unsatisfactory performance and the cost of turnover.

#### DATA FOR RESEARCH

Most companies part with personnel materials for research only with reluctance and usually with the proviso that they shall be treated confidentially. Yet the same firms will hand an application blank to anyone who applies for a job, and often will let him take the blank home to be filled out, perhaps never to be returned.

An even higher wall of secrecy is thrown around the individual personnel record file. It is obviously uneconomic to permit anyone who asks to search employment records for any information he may want. However, there is no justification for the withholding of such information from those qualified and interested in research and very little justification for withholding any but purely personal information from a supervisor who desires to know more about the background and potentialities of the employees for whom he is immediately responsible. Yet many supervisors are denied access to personnel files and must obtain the information they desire through the screen of some clerk or other official in the personnel department.

In the building of work-teams the supervisor must take into account job knowledge, skill, interest and attitudes of his workers, and some of the things which bear on these factors are not apparent in day-to-day relations but must be sought in the history and background of the individual. The most obvious source of such information is the employment file. Therefore, to deny access to the employment file to a supervisor is only to impede his efforts to build a working team.

#### MANUALS FOR BRANCH MANAGERS

Recently I received manuals from three national organizations covering the information which their branch or plant managers are to apply in the selection of workers. Across the face of each manual was stamped or written the word "confidential". In two cases accompanying letters cautioned me in strong terms against permitting anyone but myself to view the information contained.

These manuals have been examined in detail and there is nothing in them to justify such secrecy. It is true that a great deal of thought has gone into the preparation of the manuals. It is also true that the manuals should serve as excellent guides to field personnel people and branch and plant managers in the selection of employees for the company. However, there is nothing in the manuals which can-

not be picked up from any good text on personnel administration and which is not in use in one form or another in practically every national and international company.

Nor is there anything in the manuals which might in any way influence the relations of the company with its customers, with potential applicants or with the public in general. In fact, there are certain sections of the manual which might well be made known to potential applicants and which might well result in some undesirable applicants automatically screening themselves out and thus reducing the cost of selection. There are a number of organizations which include as part of their application form a brief discussion of selection factors so that the applicant may judge whether or not it is worth his while to apply for the job in question. This is much more intelligent and much less costly than the "keep it under your hat" method.

### THE "BACK-DOOR" APPROACH

I recently had occasion to collect data on vacation and other benefit plans and again ran into the confidential treatment of some of this information. In one company the personnel officer refused to give the information because of its confidential nature but the guard and two other employees, encountered at random on the company's premises, gave it readily. Just what was confidential about it I have yet to determine. In other cases members of my research group were informed that they would be given the information only if its publication were restricted to the firms participating in the survey and would not be given to any other firms.

There is no evidence that firms treat personnel information as confidential for competitive reasons. The competitive value of such information, even wage and salary information, is very limited and competitive costs are likely to be affected adversely more by lack of information than by the information itself. The employee who fears that his neighbor is getting more than he is, is the employee who is dissatisfied, relatively non-productive and who is applying pressure for a greater wage. The employee who knows what his neighbor is getting and who accepts the established and relative evaluation between his job and that of his neighbor is a satisfied, productive employee whose pressure for a greater wage is not prompted by any feeling of inequity but only by adjustments which he may feel are necessary to his standard of living.



Only a few years ago personnel people were not troubled by anything so technical and controversial as job evaluation. Today, every personnel worker must become familiar with it; learn the technical details and the strategies necessary to secure its acceptance—by executive ranks, supervision, union and worker.

## Job Evaluation Discussion

THE editorial in PERSONNEL JOURNAL for February has aroused considerable interest. A letter was printed in the March issue from Mr. John J. Zeisler, Assistant to the Industrial Relations Manager of Packard Motor Car Company, Toledo plant and he has given permission to comment on it. Whenever there is again enough material on the subject it will be gathered together under the heading "Job Evaluation Discussion."

It is evident that much of the difference in view between Mr. Zeisler and the February editorial—and undoubtedly also between Mr. Landes and the editorial—is because they are using point plans and the editorial was written by a long-time user of the factor comparison plan. For his first point: Mr. Zeisler says he can see no trend towards the use of a small number of evaluating factors, such as three, four or five; and finds nothing in the literature on this point except Lawshé's articles. It is true that there is not much literature on the subject, but a good deal of similar work has been done which has not been reported. And there are several hundred installations of factor comparison evaluation in existence, scarcely one of which has more than five factors and some of which use only three—with no subdivision of factors. It is true that many prominent companies are still using point plans with from eight to thirty or more factors. But only a few factors are really necessary, as can be verified by treatment of the results by the mathematical process known as Factor Analysis.

### TIME REQUIRED TO TRAIN JOB RATERS

Mr. Zeisler's second point deals with the length of time necessary to train a job rater. This difference of view is probably due mainly to two things; the editorial was trying to say that anyone who knew the jobs could be trained in a short time to evaluate them, assuming that he had fairly good practical judgment. Mr. Zeisler apparently understood the editorial to mean that experts in all phases of evaluation could be turned out in a few weeks. This was not the intention, but admittedly the

point was not made clear. In his letter, printed last month, Mr. Zeisler says, "union committees require an extensive training period to be able to understand the purposes and background of evaluation and the individual capability of many union members is so low it is often impossible for them to be thoroughly trained in less than nine months or a year." Again, here is a difference that may possibly be due to differences between point methods and factor comparison methods. With the latter type of plan many joint union-management installations have been made and in few cases was any more than two or three weeks required to train union members to evaluate just as well as the management members. In the best practice with factor comparison methods care is taken to select union and management members who will have 1) good practical judgment, and 2) considerable knowledge of the jobs to be rated. Nothing else is necessary, except perhaps an attitude of fairmindedness. Job raters should not be much higher in rank than the jobs they are going to rate; otherwise they will have lost their former detailed familiarity with many of them, although well-written job descriptions will help in such a case.

#### RESEARCH IN JOB EVALUATION

There will be an article in the July issue of the new magazine, *Personnel Psychology* called, "Job Evaluation Studies", which will give some detailed figures showing that the four union members of a large public utility company were almost as accurate as the management members in rating more than 300 jobs. In all that has been said it should be understood that most users of factor comparison evaluation have the jobs rated by a committee of five to nine members, each member doing his own rating alone, then meeting in committee to argue out any differences. Oftenest the management members are partly or mainly supervisors and executives. If there is union participation there are usually equal numbers of union and management members. With factor comparison there seems to be no undue difficulty in reaching agreement, if the project is guided by someone highly expert in all details of the method, and skillful in conference leading.

#### IS ENGINEERING TRAINING NECESSARY TO RATE JOBS

On the third point Mr. Zeisler probably has somewhat the better of the argument. He doesn't see why engineers are not the best ones for rating jobs. It can be conceded that if the jobs are technical or mechanical in nature then engineers would be best equipped to analyze and write them up. This merely points to the principle involved; jobs should be analyzed, described and evaluated by people who understand them. Mr. Zeisler would not deny that office jobs, unless technical, can best be handled by office people. Secretaries have proven one of the best kinds of persons to do general office jobs. Human relations is one of the important angles of evaluation; not only at the time of installation but always. It is for that reason that the function of job evaluation is usually found in the personnel department; which is where it certainly belongs.

On the fourth point Mr. Zeisler and the editorial are certainly at odds. He insists that for economy each analyst should be assigned a group of jobs to score; preferably those he is best acquainted with—subject to the approval of the Chief Analyst and the committee. On the contrary, extensive experience with factor comparison and point systems in many kinds of businesses shows that best results are secured when job evaluation is not treated as an engineering—or “scientific”—matter, but one in which, it is true, it is important to be right, but even more important to have the decisions acceptable to everyone affected by them; executive head, foreman or supervisor, union and employee. The use of group judgment under good conference leadership certainly brings this desired condition about; and no higher approval is really necessary, although in a non-union scheme it will help to have higher approval as a matter of gaining prestige for the plan. It has not proven unduly expensive to handle job evaluation this way; at least not with factor comparison plans.

#### UNION PARTICIPATION IN JOB EVALUATION

With reference to the fifth point—union participation—Mr. Zeisler writes that in a series of job evaluation discussions in Toledo sponsored by the S. A. M. “It has been the considered opinion of most of the men whose primary duties have been the administration of job evaluation plans that management-labor committees are not workable.” But the writer of this editorial has directed seven union-management installations, five of which were regarded by the unions and the managements as entirely successful and two of which were considered largely so. Thus it is impossible to agree with the gentlemen in Toledo that union-management job evaluation is not workable. And watch out, gentlemen! Unions are fast becoming expert in job evaluation. Look for an article in this issue giving a good deal of information on this point.

In conclusion, Mr. Zeisler expresses the desire for some discussion on Dr. Lawshe's work. The good doctor will be invited to oblige.

Another letter commenting on the editorial in February PERSONNEL JOURNAL was received from Mr. Austin Holden, who lives in North Hollywood, California. He says,

“Your Editorial in the February issue of the JOURNAL regarding ‘Fallacies in Job Evaluation’ contained some well founded and stimulating comments, but, based on practical experience in this work, I wish to take issue with some inferences you made.

“You intimate that in a matter of weeks, evaluators can receive adequate training. To be sure, evaluating in just one restricted phase of Job Evaluation can be learned more quickly than the entire field. It is also true that under the pressure of prompt conclusion of joint management-union job evaluation, a fair job may be done by quickly trained personnel. But this presumes the guiding presence of a fully

trained wage administration man on the joint evaluation body. You surely cannot be advocating that sole responsibility for evaluation be placed in the hands of superficially trained personnel. In the absence of extreme pressure for quick evaluation, or of other need for using quickly trained operating people, do you still feel that first class evaluation can be reliably done by six weeks trainees? Practical evidence proves otherwise to me.

#### EVALUATION OF EXECUTIVE POSITIONS

"As for the statement quoted in your editorial, 'evaluation of high salaried executive positions was under way in a month'; that surely must be the exception rather than the rule. If one has made any study of such high level jobs, the conclusion is inescapable that the intangibles in such jobs are frequently of great importance. Evaluation of these intangibles is difficult for an experienced evaluator, and reliable results from a novice cannot be expected.

"Except in the case of high level executive positions, no job evaluation should give any weight to the incumbent's personal performance. How can you then say that 'engineers are often the wrong kind of people for evaluation because of the human relations part of the problem of job evaluation?' In most aspects of the evaluation phase of wage and salary administration at least, I believe the engineer's impersonal and factual approach is much to be desired."

#### WHAT IS THE BEST METHOD OF JOB EVALUATION

"Incidentally, I advocate the use of point rating plans only in some cases: the single method of evaluating which is best for all conditions is yet to be developed. Nevertheless, the opinions about quickly trained evaluators as stated in my letter, refer to the use of any evaluation plan. I feel even more strongly about them in connection with plans other than point rating, which furnish evaluators with less tangible and more subjective standards of measurement."

Mr. Holden said that he was willing to have his letter printed here and commented on. It seems probable that the differences between his point of view and that expressed in the editorial 'Fallacies in Job Evaluation' rest mainly on the difference between the assumptions on which each was based. The editorial assumed that the job evaluation installation was guided by a skilled and experienced specialist, whereas Mr. Holden understood the editorial to mean that anyone could, by reading a book on the subject, train a group to evaluate successfully in a week or two. The editorial should have made it plain that the presence of the skilled and successful job evaluation specialist was necessary. And Mr. Holden is right in saying that a two-weeks training course would not make a finished job analyst, able to deal effectively with all angles of this intricate subject. The editorial *was* trying to make the point that it was not true in the best practice, as Mr. Landes seems to have said, that *nobody* could learn to rate jobs in less than a year, even if he were an engineer, no matter what his training.

For Mr. Holden's benefit it should be explained that the "high-level positions" referred to in the editorial were evaluated by the factor comparison method by top executives, none of whom held a position lower than the executive positions evaluated. While their training took only a month, there was a long period of preparation by the Salary Administrator and a consultant, without which the successful outcome that was attained would not have been possible. He will perhaps be interested to know that no attempt was made to rate "the intangibles" of these 800 jobs, which ran as high in salary as \$48,000 a year. The job as it was then being done was put down in a written description and then rated. But this kind of rating consists of a comparison of one job against others; not comparing it with a scale, as with point methods. Only three factors were used, Knowledge, Decisions and Responsibility. This installation was completed two years ago and the company is pleased with the way it has been working.

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Another interesting letter commenting on the February editorial, "Fallacies in Job Evaluation", will appear in the June issue. It was written by Lee Kress, author of the famous job evaluation plans used so widely by members of the Metal Trades Association and the National Electrical Manufacturers Association. Look for it; and send in your own comments on the editorial or on the letter by Mr. Zeisler in the April issue, or on "Job Evaluation Discussion" in this issue, which you have just read.

# The Editor Chats With His Readers

A NUMBER of readers have been kind enough to give the names of other colleges offering courses in personnel management. They include—

Agricultural & Mechanical College of Texas, College Station Texas.  
D. K. Andrews, Management Engineering Dept.

Cornell University, Ithaca, N. Y. Personnel courses are offered in four different colleges—The School of Industrial and Labor Relations, the Department of Hotel Administration in the College of Home Economics, the College of Engineering and the School of Business and Public Administration. Donald E. Lundberg, Asst. Prof. Personnel.

University of Denver, T. H. Cutler, Director Bureau of Industrial Relations.

Roosevelt College of Chicago, Clyde E. Aultz, Acting Chairman, Department of Personnel Administration.

Radcliffe College, Cambridge, Mass. Mrs. Solomon Levine, Asst. Director.

We shall be glad to list the names of other colleges offering courses in Personnel Administration.

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Greenbelt Consumer Services Inc. Greenbelt, Md. in a letter from Merton J. Trast, Director of Personnel, inquires "we are making a study of compensation to retail store managers. I would appreciate receiving any information you can supply on this matter or referral to other sources." If any readers have information on this subject Mr. Trast would be glad to have it.

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"Kind Words" continue to arrive from appreciative readers. Recently friendly letters have been received from the following—

J. A. Metcalfe, Industrial Relations Manager,

Peter Cailler Kohler, Fulton, New York

E. A. Van Steenwyk, The Associated Hospital Service of Phila.

Eric A. Nicol, West Los Angeles, Calif.

G. A. Doeller, Safety Engineer, The Dayton Power & Light Company,  
Dayton, Ohio

D. G. Robertson, Polymer Corp. Sarnia, Canada

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Modern Management for February 1948, a publication for the Society of the Advancement of Management, carries an article, "Selling Industrial Engineering to Management". There appears to be some question of the suitability of this title in view of what the author says in his article, from which the following is quoted.

"The greatest weakness of companies in securing the maximum benefits of industrial engineering is their failure to delegate the necessary authority to the indus-

trial engineers to carry out their responsibilities most effectively. There still exists, in many companies, the belief that the industrial engineer should be able to sell the merits of his work to every manager, foreman, supervisor and gang boss in the company. Probably this would not be asking too much and it might be the ideal approach, provided the company thoroughly trained all of its supervisory personnel in the mechanics of true management and provided they were capable of assimilating and willing to practice such knowledge. This we know is seldom the case.

"The History of the employment and procurement functions should be sufficient to reveal that successful performance of any function entails certain prerogatives. It was not until the foremen were forbidden to "hire at the gate" and required to select workers only from applicants sent to them that the employment function became of any real importance. Persuasion and reasoning did little to convince the majority of foremen that the old way was not the best way. It was not until managers and foremen were forbidden to purchase company tools that the procurement function assumed any status. Again logic and selling did not convince the majority of managers and foremen that they could not buy better than someone who didn't even work in their department. Such is the history of every other functional activity. None showed any degree of true effectiveness until its work became independent of voluntary acceptance on the part of supervisory personnel.

"Where the industrial engineer is dependent upon voluntary acceptance of his work, management is often not solely to blame. Many an industrial engineer does not have the courage to request the functional authority needed for his work; rather, he attempts to give the impression that he is a modern Svengali and by some mystic power or influence he is able, by his personal attributes alone, to overcome man's resistance to change. The fallacy of this becomes rather striking when considering that engineers usually possess few of the characteristics of salesmen. In fact, the probability is that a good salesman is a poor engineer and conversely so."

The writer is saying that, since engineers are usually poor salesmen, they should have the power to force acceptance of their methods ideas. We in personnel work can hardly be expected to agree, because we know that good performance cannot be expected when people are required to do something that they have not been persuaded is a good thing to do. Many management experts, too, believe that a staff department must expect to have to "sell" its ideas continually.

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Careful studies of the causes of labor turnover are not often encountered. An interesting one was published in the *Journal of Applied Psychology* for August 1947, pages 366 to 371 under the title of "Labor Turnover and Its Correlates", by Willard A. Kerr of Tulane University. This study was made in a radio manufacturing plant in Indianapolis in 1942 and shows the mathematical relationship between 24 specific variables and the turnover rate of the seven major manufacturing departments in a plant employing 3000 workers at that time. The highest relationship with turnover

was found to be monotony of average job and the highest negative correlations were with promotion probability, average hourly non-overtime earnings, job difficulty, and average age of female workers. The specific results of this study are not as important perhaps as the careful method of making the study. The conditions would differ greatly between plants, especially in different industries, but the scientific method in making a turnover study is necessary for the development of reliable information.

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Mr. Wesley B. Warren, Employment Manager of Delta Air Lines of Atlanta writes; "We are very grateful to you for the article 'Training Supervisors in a Decentralized Organization' published on page 340 of your March issue of the PERSONNEL JOURNAL. This article is being carefully studied by our Training Department and we know we will receive some very good assistance from it. Needless to tell you, training supervisors in a decentralized organization, where holding down the cost is so essential, is quite an undertaking. After the next year we hope we can pass along to you some suggestions as a result of our Training Program. Thanks again for such a nice article in reply to our request as well as giving us such valuable information. We are grateful to Mr. Lateiner for preparing the article."

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Father F. T. Severin, S.J., Secretary to the Department of Psychology, Saint Louis University, writes, "I have been informed that occasionally a subscriber will offer to sell back to the publishers volumes which are now out of print. In case you know of anyone who is willing to sell volumes 1 to 13 of the PERSONNEL JOURNAL I shall appreciate the information."

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Mr. Gavin A. Pitt, Asst. Industrial Administrator, American Machine & Foundry Co., Brooklyn, writes, "I was especially interested in the editorials in the January and February issues on the subject of the Taft-Hartley Law and its implications. I thought both of these editorials were especially well written."

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Mr. Campbell Ballantyne of the Public Information Section, International Labor Office, Montreal, writes, "My attention has been called to Mr. Levy's bibliography on labor problems in the February issue of PERSONNEL JOURNAL. It is made clear that the bibliography is not intended to be exhaustive, but I would like to suggest that the International Labor Office and the monthly *International Labor Review* published by the Office might have been included under "Research Organizations" and "Periodicals" respectively . . . the Office has amassed a wealth of material which has been made publicly available in its periodicals and in a long series of studies and reports."

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The Research Center for Group Dynamics, now at Massachusetts Institute of Technology, will be transferred to the University of Michigan on July 1st. The



task of the staff of the Center is to learn more about the forces which control human behavior in groups. Since its establishment at M. I. T. in 1945, under the leadership of the late Kurt Lewin, Group Dynamics has conducted research on problems of the loyalty of individuals to groups, minority problems, group conflicts, and also studies on how ideas and attitudes are communicated to various kinds of groups. Group Dynamics will be associated with the University's Survey Research Center in an enlarged program, which will be directed by Dr. Rensis Likert, now head of the Survey Research Center. To carry out its studies, Group Dynamics cooperates with industrial firms and with organizations interested in community work, education, minority problems, labor leadership and others.

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A letter from Mr. Jack Hughes of Straus-Frank Company, Houston, Texas, outlines this problem, on which he would be glad to have help from any reader; "Have you ever published or encountered an article dealing with the effects of fluorescent lighting upon employees, particularly office workers? Our building is less than two years old, modern in design and finish, no windows or natural lighting in the office locations, using fluorescent lighting exclusively. A number of employees complain of headaches and eye-strain too frequently, and place the blame on the lighting. It may be that differing combinations of lights, wall colors, furniture and equipment colors produce varied effects. I shall appreciate any comment about this subject." Write to Mr. Hughes at 4000 Leeland Street, Houston 3.

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"NEWS AND VIEWS" is published bi-weekly at Caterpillar Tractor Company, Peoria, Illinois. It is a very newsy paper with lots of pictures. The issue for January 23rd reports the returns from a poll taken among the readers. The relative popularity of different kinds of stories is shown by the following tabulation of the replies to the Poll:—

|                                     | <i>Always<br/>Read</i> |
|-------------------------------------|------------------------|
| 1. Own Department Personals .....   | 83%                    |
| 2. Stories About the Company .....  | 70%                    |
| 3. Stories About the Products ..... | 64%                    |
| 4. Sports .....                     | 57%                    |
| 5. Hobbies .....                    | 55%                    |
| 6. Editorials .....                 | 51%                    |
| 7. Special Columns .....            | 51%                    |
| 8. One-of-Kind Jobs .....           | 50%                    |
| 9. Other Department Personals ..... | 27%                    |

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Another exceptionally fine plant paper—one of the best in the country—is "Weirton Steel Company Employees BULLETIN", now in volume 15. It is usually 28 large size pages of interesting and newsy material and is profusely illustrated.

Wallace A. Calvert, Personnel Director of The William F. Gable Company of Altoona, Pennsylvania, writes, "I would like to commend you and your staff for the excellent work being done in the Personnel Journal. It is one of the few publications today which deals directly and concisely with the problems which we on the firing line are meeting daily."

Let other personnel and labor relations workers have the benefit of your experience. Write the Editor a letter whenever you have a point to make, either in response to something you see in PERSONNEL JOURNAL, or when you are stimulated by an experience of your own. Articles are welcome, too; especially the kind that describes how you dealt with some problem that confronted you in your own "shop". Don't think that because it seems simple and unimportant to you that it will not be helpful to others. Many of the best ideas are simple ones. Let's hear from you.

## Books Received

- BUSINESS PLANNING AND CONTROL. By Floyd H. Rowland. New York: Harper & Bros., 1947. 337 p. \$4.00.
- ADMINISTRATIVE BEHAVIOR. By Herbert A. Simon. New York: The Macmillan Company, 1947. 259 p. \$4.00.
- PERSONNEL PROCEDURES IN AUSTRALIA. Research Report Number 1. Melbourne: The Institute of Industrial Management. 100 p.
- WORK AND EFFORT: THE PSYCHOLOGY OF PRODUCTION. By Thomas Arthur Ryan. New York: The Ronald Press Company, 1947. 312 p. \$4.50.
- AN APPROACH TO MANAGEMENT. By G. E. Milward. Cambridge: Harvard University Press, 1947. 82 p. \$1.50.
- UTILIZING HUMAN TALENT. By Frederick B. Davis. Washington, D. C.: American Council On Education, 1947. 85 p. \$1.25.
- SOME NOTES ON THE PSYCHOLOGY OF PIERRE JANET. By Elton Mayo. Cambridge: Harvard University Press, 1948. 132 p. \$2.50.
- OFFICE MANAGEMENT. By John H. MacDonald. New York: Prentice-Hall, Inc., 1947. 466 p. \$5.35.
- IMPROVING SUPERVISION. By Frank Cushman and Robert W. Cushman. New York, John Wiley & Sons. 1947. 232 p. \$2.50.
- THE USE OF TESTS IN COLLEGE. By J. G. Darley, W. B. Alexander, H. W. Bailey, W. W. Cook, H. A. Edgerton, K. W. Vaughn. Washington, D. C. American Council on Ed. Studies. 1947. 82 p. \$1.00.
- MEN AT WORK. By Keeve Brodman. Chicago: Cloud, Inc. 1947. 191 p. \$2.50.
- MILITARY CLASSIFICATIONS IN TERMS OF CIVILIAN OCCUPATIONS. Philadelphia: The Evening Bulletin. 1947. 639 p. \$4.50.

- MAN IN AN INDUSTRIAL SOCIETY. By Burleigh B. Gardner. Chicago: Human Events Associates. 1947. 22 p. \$.25.
- INDUSTRIAL PSYCHOLOGY. 2nd edition. By Joseph Tiffin. New York: Prentice-Hall, Inc. 1947. 553 p. \$5.35.
- THE UNION CHALLENGE TO MANAGEMENT CONTROL. By Neil W. Chamberlain. New York: Harper & Bros. 1948. 338 p. \$4.50.
- FULL EMPLOYMENT IN YOUR COMMUNITY. Report of the W. E. Upjohn Institute for Community Research. Chicago: Public Administration Service. 1947. 119 p.
- SCIENTIFIC MANAGEMENT, a re-issu. By Frederick Winslow Taylor. New York: Harper & Bros. 1947. 287 p. \$5.00.
- A HUMAN RELATIONS CASEBOOK FOR EXECUTIVES AND SUPERVISORS. By Charles A. Drake and Francis S. Drake. New York: McGraw-Hill Book Co. Inc. 1947. 187 p. \$2.50.
- PERSONNEL ADMINISTRATION—A Point of View and a Method. By Paul Pigors and Charles A. Myers. New York: McGraw-Hill Book Co. Inc. 1947. 553 p. \$4.50.
- PERSONNEL RESEARCH & TEST DEVELOPMENT IN THE BUREAU OF NAVAL PERSONNEL. Edited by Dewey B. Stuit. Princeton University Press. 1947. 513 p. \$7.50.
- INSIGHTS INTO LABOR ISSUES. Edited by R. A. Lester and Joseph Shister. New York: The Macmillan Company, 1948. 368 p. \$4.00.
- PERSONNEL AND INDUSTRIAL PSYCHOLOGY. By Edwin E. Ghiselli and C. W. Brown. New York: McGraw-Hill Book Co., 1948. 475 p. \$4.50.
- LABOR-MANAGEMENT COOPERATION. By E. J. Lever and Francis Goodell. New York: Harper & Bros., 1948. 143 p. \$2.50.
- LABOR UNIONS IN ACTION. By Jack Barbash. New York: Harper & Bros., 1948. 270 p. \$3.50.
- GETTING RESULTS FROM SUGGESTION PLANS. By H. W. Seinwerth. New York: McGraw-Hill Book Co., 1948. 223 p. \$3.00.
- AUDIOVISUAL AIDS TO INSTRUCTION. By Wm. E. Eton, Jr., Capt. USNR, Inactive. New York, 1947. 344 p. \$4.00.

## Book Review

**ARE YOU CONFRONTED WITH JOB EVALUATION?** A pamphlet issued by The Office Employees International Union, A. F. L., 1221 G Street, N. W., Washington 5, D. C. 1947. 33 PP.

This little pamphlet is introduced by a Foreword by Paul R. Hutchings, President of the OEIU, who says, "There is hardly a local union in the OEIU which is not confronted with job evaluation in some form. Many union representatives, committees, officers and organizers could well profit by knowledge of Job Evaluation so that they may be better equipped to meet this problem. In this pamphlet we have summarized briefly what Job Evaluation is, outlining the four different systems, given examples of actual . . . systems in use, outlined some of the basic points to consider in protecting the Union's interest and supplied a bibliography of available reading on the subject."

In these small thirty-three pages is about as clear an explanation of job evaluation as can be found anywhere. The most interesting chapter is the fourth, "Some Points to Consider in Protecting the Union's Interest." The attitude is one of caution but it is nevertheless encouraging to unions faced with job evaluation. The whole tone of this little booklet is one of open-mindedness and is a good omen of increasingly better union-management relations in the wage and salary field.

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# PERSONNEL Journal

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## JUNE

- 6-9 Lake Delton, Wis., Dell View Hotel. 1st Section, Western.  
*National Metal Trades Association*, Plant Management Conference, J. M. Schappert, 122 So. Michigan Ave., Chicago 3.
- 7-9 Akron, Ohio, Mayflower Hotel.  
*Industrial Recreation Association*, National Meeting. John W. Fulton, Exec. Sec., 1 N. La Salle St., Chicago 2.
- 9-10 New York, The Waldorf-Astoria.  
*American Management Association*, General Management conference. J. O. Rice, 330 W. 42nd St., New York 18.
- 9-12 Lake Delton, Wis., Dell View Hotel. 2nd Section, Western.  
*National Metal Trades Association*, Plant Management Conference. J. M. Schappert, 122 So. Michigan Ave., Chicago 3.
- 16-18 Long Beach, California.  
*Civil Service Assembly*, Western Regional Conference. 1313 E. 60th St., Chicago 37.
- 16-19 Bolton Landing, Lake George, N. Y., Sagamore Hotel.  
*National Metal Trades Association*, Plant Management Conference. Eastern group. Write J. M. Schappert, Chicago.

## JULY

- 21-24 Silver Bay-on-Lake George, N. Y.  
*Silver Bay Conference on Human Relations in Industry*.  
Wm. F. Meyer, Exec. Sec., 347 Madison Ave., New York 17.
- 22-24 Blue Ridge, North Carolina.  
*Southern Industrial Relations Conference*  
E. G. Wilson, Exec. Sec., 618 Walton Bldg., Atlanta, Ga.

Dale Yoder is widely known as a teacher and as the author of one of the best texts on Personnel Administration. In this paper he reviews some of the elements which usually control the functioning of professional associations. It is well timed, coming as it does with the announcement in this issue of PERSONNEL JOURNAL's contest for a description of the best personnel association program.

# Professional Associations in Manpower Management

BY DALE YODER, Director, Industrial Relations  
Center, University of Minnesota.

AS MANPOWER management and conservation—the direction and utilization of human resources—achieve increasing recognition as a highly technical and essential function in modern societies, there is a clear-cut tendency on the part of the public to hold those who perform these functions responsible for both satisfactory and unsatisfactory aspects of current management-labor relationships. It matters little whether or not these functionaries wish to be regarded and held accountable as professional workers. For those who employ their services, those who are directly affected by their operations, and the public at large have decided this point for them. All these groups expect competence, technical “know-how,” and public responsibility from those in charge of personnel and industrial relations. Moreover this is true whether the latter work for one or more managements, or for unions, or for governmental agencies. There is, in other words, a widespread demand for professional-level performance in this area of manpower management.

## REQUIREMENTS OF PROFESSIONAL WORKERS

But are those who perform these manpower functions ready to accept professional status? Do they have the essential requirements of professional workers? Do they have access to facilities and services which are essential to the requirements of professional status and professional-level performance?

These are difficult questions, for there may be degrees of professionalization, ranging from barbering and beauty culture through the level of morticians, social

workers, accountants and teachers, to that of the three historic learned professions—law, medicine, and theology. Many other fields are sometimes called "professions" with little thought as to the distinction between a profession and a trade.

In general, the hallmarks of a profession are five in number. They include:

- 1 Accepted standards of practice. These are the widely used, thoroughly discussed, critically evaluated procedures followed by competent practitioners. Generally, they have developed through experimentation and have been carefully checked to appraise the sequence of their effects,—good and bad. There are, for example, standards of practice in medicine that involve types of treatment and therapy; there are similarly established legal procedures; there are accepted and widely understood patterns of analysis in economics, psychology, chemistry and physics.
- 2 Minima of professional training. Such training may be provided by formal classroom work in a college or university—or it may be acquired in a less formal "apprenticeship," in which one "reads law" or learns by being an understudy to a competent practitioner. Or training may combine these systems.
- 3 Specialized professional communications, including a distinctive "universe of discourse" or technical language and professional literature. A unique terminology, largely meaningless to non-members, is one prominent feature; professional books and journals written in these technical terms is another.<sup>1</sup>
- 4 Professional associations. All of the established professions have professional organizations for which only accepted practitioners are eligible to membership. There are, for example, the American Bar Association, the American Medical Association, the numerous specialized organizations within medicine and law, the so-called learned societies for professional scientists, such as the American Chemical Association, the American Economic Association, and many others. Additional attention is to be given to the special characteristics of such organizations in later paragraphs of this paper.
- 5 Standards of ethics and public responsibility. Recognition of the professions by the public carries a considerable prestige but assumes, in return, established codes of ethics and acceptance of special responsibility—a responsibility to place great emphasis upon the public interest. This characteristic of the professions is typified by the Hippocratic oath of the medical profession and the assurance given in the certification issued by a Certified Public Accountant.

Several of these criteria have been discussed in recent publications.<sup>2</sup>

<sup>1</sup> An excellent study of a specialized language of manpower management, the University of Minnesota Industrial Relations Center has recently published a special "Glossary of Industrial Relations Terminology."

<sup>2</sup> See, for example, Gustaf W. Hart H., "Professional Certification in Management," *Advanced Management*, Vol. III, No. 1, Summer, 1949, pp. 22-26; Drake, C. A., "Developing Professional Standards for Personnel Executives," *Personnel*, Vol. 3, No. 3, March, 1943, pp. 646-655.



### CHARACTERISTICS OF PROFESSIONAL ASSOCIATIONS

But the necessary characteristics of professional associations appear to deserve additional consideration at this time. For associations of personnel administrators, industrial relations directors, counselors, and other workers in the manpower management field are appearing with increasing frequency—both locally in various communities and on the national scene.

As has been noted, all established professions have developed such associations. Most of the older professions have several of them. They are not merely trade associations, in which all practitioners who wish to do so may join. Nor are they service clubs that secure membership on the basis of consulting or advisory services offered to subscribers. The nature of professional associations precludes group, firm, or company memberships, for obvious reasons. They are associations of professional workers, and are limited to those who meet stated qualifications.

The purposes of such associations show great uniformity among the professions. Essentially, they include (1) the mutual improvement—increasing the professional competence and knowledge of members; and (2) the advancement of the profession—securing added public recognition, prestige and acceptance.

Professional associations have several well-established functions. They generally plan, develop and maintain specialized media for communication among members. To this end, they publish the "learned publications" or professional journals, and they arrange conferences, short-courses, institutes, and meetings, at which papers are presented, new techniques demonstrated, and members are otherwise brought up to date on current theory and practice.

A second common function of the professional association is the establishment and maintenance of required qualifications for membership. Such requirements may be stated in a variety of terms, including education and experience, special and demonstrated competence, possession of a public license, and others. To a similar end, professional associations may assist colleges and universities in providing or modifying training arrangements, or may aid public examining boards in selecting candidates for licenses or certificates authorizing practice of the profession.

### MAINTAINING FAVORABLE PUBLIC RELATIONS

Another function performed by these associations is concerned with maintaining favorable public relations for members of the profession. For that purpose, an association may issue public statements for the profession, indicate its endorsements or its opposition to certain practices or candidates for office, or otherwise interpret and transmit the opinion of its members to the public. It may publicize recent discoveries, techniques and methods. It may warn the public against what its members regard as malpractice or unethical conduct.

Among the most distinctive features of professional associations is their method of policy determination and administration. They are democratically controlled and generally emphasize democracy in every action. Policy determination as well as the selection of officers and the care of association funds are carried on in the open, with full opportunity for investigation and criticism. Publications reflect policies determined by members of the group. Editors are elected or selected by an elected editorial board. Dues are generally nominal, always on an individual basis, with full and regular financial accounting to all members.

Manpower managers may find this summary of characteristics of professional associations helpful in their participation in and development of the numerous organizations that have developed in this field. Existing associations, local, regional and national, formed in the early stages of the profession's emergence, may require modifications if they are adequately to serve the needs of the new profession as it approaches maturity.

## About the Authors

*Dale Yoder* has been Director of the Industrial Relations Center at the University of Minnesota since 1943 and Professor since 1935. He was Consultant to the War Department during the last war and Chief of Planning Commission in the War Manpower Commission. He has degrees from Illinois University and Doctorate from the University of Iowa.

*Guy W. Wadsworth, Jr.*, is a graduate of Occidental College and has spent most of his business career with the Southern California Gas Company system. He has been conspicuously successful in industrial relations for Southern California Gas Company and is now Vice President and Asst. General Manager of Southern Counties Gas Company.

*Leonard Cohen* is an Industrial Psychologist and has worked in industry as a Methods Engineer. He is now Professor of Industrial Psychology at Miami University, in Florida. He has degrees from Clark University, University of Pittsburgh and a doctorate from the New School for Social Research, New York City.

*Harry Gott* is now manager of check clearings at the Irving Trust Company of New York, one of the Nation's largest banks. He has had extensive experience in bank operations work and is a graduate of the American Institute of Banking and of the Graduate School of Banking.

Effective methods of evaluating employee performance are not too common. Here is the first of a series of six articles on this important subject which attacks the problem from a new angle. The author now holds an important general management position after a long and successful career in industrial relations.

# The Field Review Method of Employee Valuation and Internal Placement

By GUY W. WADSWORTH, JR., Southern Counties Gas Company of California

*Author's Note:* The employee evaluation and internal placement procedures described in this series of articles were first published in manual form by Army Service Forces (ASF M213, May 1945) from the pen of the same author. The Field Review Method itself was an outgrowth of extended employee rating and internal placement research carried on initially in Southern California Gas Company and Southern Counties Gas Company of California in the 1930s. Its principal features were placed at the disposal of the Employee Evaluation and Placement Section, Industrial Personnel Division, Headquarters, Army Service Forces, during World War II. There the method as a whole was developed in instructional form for use in Army Service Forces Civilian Personnel Officers' School. Special indebtedness is acknowledged to Judson Ford, Millicent Pond, E. Hardy Adriance, Robert E. Barmeier, J. Jerome Kravitz, Vincent P. Brennan, Peter Duignan and Theodore Sharp, who were the author's co-workers in this undertaking. None in this group is more deserving of special mention than Captain Robert E. Barmeier whose ability to develop creative ideas and to get results with them is reflected in much of the text that follows. As might be surmised from these acknowledgements, this series of articles is essentially a joint work in which the author served primarily in the capacity of editor. The text that follows has been revised to restore adaptations of the Field Review Method to the industrial (as opposed to governmental) setting in which its basic features were originally worked out.

## I

### FUNDAMENTALS OF A SOUND EMPLOYEE EVALUATION AND INTERNAL PLACEMENT PROGRAM

IF a personnel man fully accepts the responsibility which is his for developing and maintaining an effective working force in his company, his need for an adequate employee evaluation and internal placement program will be apparent to him.

It is his business to know how well or how poorly the employees placed on jobs under the guidance of the Personnel Department are actually making out in their work. If he does not know the cases in which the company is getting its money's worth from given hirings, and the instances in which employee selections have missed fire, he does not know how good his hiring procedures really are, or if they are actually any good at all.

Likewise, unless the personnel man can prompt the exercise of good judgment in the routine of promotions, transfers and reassignments that follow initial employment, the care he uses in clearing new workers for jobs can come to nothing. It should be apparent that the act of hiring an employee merely starts him off in the direction of a job which he presumably can perform. If he is ultimately to land in the job in which he can serve the company to best advantage, adequate steps must be taken to follow his progress in his work, and to plan the moves necessary to get him there. Such a result can be accomplished only by continuous, joint planning by the operating supervisors and the Personnel Department, supported by competently developed employee evaluations.

#### PERSONNEL DEPARTMENT MUST FOLLOW UP HIRINGS

This, in brief, is the case for an adequate employee evaluation and internal placement program, and establishes the basis for the discussion that follows. It is a departure from the tradition that, once an applicant has been cleared by the Personnel Department for employment, what happens to him from then on is strictly the business of the operating supervisors. Similarly, it presupposes a need within the Personnel Department for considerably more working knowledge of how employees are actually getting along on their jobs than is likely to be gained from perusing efficiency reports or ratings turned in by the supervisors at required intervals. In a word, the general proposition is that the personnel man must really follow up his own hiring activity. He must make sure that the methods used in his office result in successful initial placements, and the only way he can do this is to actually count the "hits" and "misses" reflected in fair and factual evaluation of each employee's work. He must also make sure that changes that affect employees throughout the course of their service with the company are based upon well considered decisions, in which careful evaluation of their performance plays an adequate part. It is only as the steps necessary to accomplish these objectives are actively planned and carried out that the personnel man can fully accomplish the most ancient and honored of all personnel objectives—that of placing (and incidentally keeping) "square pegs in square holes, and round pegs in round holes."

The Field Review Method is a combination of employee evaluation and placement activity, in which expressions of employee value or of success on the job are developed not only for their usefulness in determining the predictive efficiency of hiring procedures used in the Personnel Department, but for immediate or eventual application in internal placement work. This provides a basis not only for checking

employee selection methods, but a working basis for directly planning with the supervisors the personnel moves necessary to ensure proper assignment of workers at all stages of their service with the company.

### ESSENTIALS FOR EMPLOYEE EVALUATION

The steps directed toward *employee evaluation*, as such, are based upon the following premises:

(1) That most, if not all, employee evaluation rests primarily upon supervisory opinion, and that this holds even when tangible measures of production are available.

(2) That the supervisor's opinion of his subordinates is no better than the factual observation behind it.

(3) That supervisors develop the habit of systematically checking individual performance only as they are prompted to do so. As a corollary, it takes considerable factual evidence to induce a supervisor to revise an opinion, once formed.

(4) That the distinctions which the supervisor makes between one employee and another are neither fine cut, nor charged with profound meaning. Such distinctions do not lend themselves to numerical expression, nor necessarily to statistical distribution. They may be characterized in a general way by saying that most supervisors, even when capable of supporting their opinions with adequate facts, can point out little more than that, in their best judgment (a) certain employees are doing good work and should be slated to move up, (b) others are satisfactory where they are, and (c) still others are unsatisfactory and give no promise of really making good on the job. These distinctions, if they actually hold water, are both practical and sufficient for all really necessary employee evaluation and internal placement purposes.

(5) That employee evaluations are essentially negatively diagnostic. Appraisals of ability *not* shown in a task often have more tangible support in fact and are more clearly significant than are distinctions between "average" and "superior" performance.

### REQUIREMENTS FOR GOOD PLACEMENT

The internal placement aspects of the *Field Review Method* are based upon the following assumptions:

(1) That the supervisor, who is immediately responsible for output, can achieve good results only through effective use of the people who work for him, and that he is better situated than anyone else to gauge the capacities and possibilities of his employees through direct observation of their performance.

(2) That if the best use of personnel is to be achieved, it will result primarily from adequate performance of the internal placement function at the working level by the supervisor in charge.

The fact that initial responsibility for good internal placement lies with the supervisor does not imply that we need only let him alone and a good internal place-

ment job will result. This is contrary to experience, and as absurd as to assume that a production line will function if operating jobs are merely parcelled out to the supervisors, who are, in turn, permitted to go about their work in any manner that appeals to them. The supervisor is responsible for results principally in the sense of making a success of his immediate job, within the production requirements placed upon him, and with the employees and equipment placed at his disposal. It remains the responsibility of the personnel department to see to it that the supervisor receives all necessary guidance in placing and using his workers to best advantage.

The essentials of a good employee evaluation and internal placement job, as performed by the supervisor, are—

*Requirement 1.* A well-considered current job assignment for each of his employees, established with due regard to the abilities of each worker, with appropriate attention to the training needed by the employee to make a success of the job.

*Requirement 2.* An accurate evaluation of the performance of each employee who reports to him, both as a measure of the worker's efficiency in his immediate job and as an indication of his ability to develop and make progress.

*Requirement 3.* A plan for anticipated changes in the jobs and in the personnel of the working unit. This means continuously scheduling in advance, so far as possible, all of the personnel moves which are in early prospect within the working unit, such as new assignments, promotions, reassignments, replacements and terminations.

### MAKING CURRENT JOB ASSIGNMENTS (REQUIREMENT 1)

This is primarily the attention given to matching the worker to his immediate job. Initially it means determining whether the worker has the capacity either as the result of previous working experience or the training given him to perform the job after it has been lined out for him. The first test of a satisfactory current job assignment is whether the employee can do the work, or can be trained to do the work, that the job calls for. This is a proper initial concern, but the worker who meets this test is not necessarily well matched to his job.

Of equal importance over the long term is the degree to which the job itself, assuming that it is well performed, is the right job for the employee. This involves the question of his ability to develop and advance, and whether the job itself is located organizationally so as to provide a logical line of advancement for him. The employee who has what it takes to get ahead and to perform increasingly more responsible or difficult work is as misassigned in a job which has no apparent future as in a job for which he is inadequate. The same principle operates in reverse in relation to the employee who can turn out an acceptable day's work in his current job, but whose ability to get ahead is doubtful. If his job is so placed as to arouse expectations of a promotion for which he would not be seriously considered, the work which he is actually capable of performing will ultimately suffer.

Matching the worker to the job involves, in addition, the choices which must be made between one worker and another in deciding job assignments. When two employees in the same payroll classification and of approximately equal qualifications are considered for a higher position, length of service should be an important factor in the choice. If the newer employee is clearly more qualified both in terms of immediate ability to produce on the higher job and in capacity for further advancement, he is the logical selection. In any case, consideration of current job assignments must include not only analysis of the qualifications of the employees as individuals, but comparison of one employee with another in the total working unit.

The worker is well matched to his immediate job (a) when he can adequately perform its duties, (b) when he is well placed in relation to his ability to get ahead, and (c) when he is assured of logical consideration in the group in which he works. None of these conditions is likely to exist unless considerable thought is given to the specific training needs of each employee in the working unit, reinforced by the training itself. The supervisor should not be required to labor indefinitely with workers who are not qualified, or who cannot be qualified through adequate training. However, he should be expected to think through this part of his placement job. The workers will not perform at capacity unless it is obvious that their assignments are based upon logical consideration of all of these factors.

#### EVALUATING EMPLOYEES PERFORMANCE (REQUIREMENT 2)

The supervisor must make a considered evaluation of each employee in the working unit at sufficiently frequent intervals to determine the adequacy of his performance on his current job and to appraise his possibilities in general.

At first glance, this requirement would appear to be satisfied by preparation of a periodic rating or efficiency report at annual or semi-annual intervals. Actually, most ratings and formal reporting systems do not serve the purpose under discussion here. For one thing, periodic ratings often represent primarily a formal evaluation placed upon past services. Such evaluations, even when they are good, are not sufficient for detailed personnel planning.

In the planning job, the concern is not so much whether the performance of Henry Smith, junior mechanic, was excellent or very good in the abstract sense during a rating period which has elapsed. The point really at issue is whether or not Henry Smith is currently getting on well enough to be regarded as the next man in line for the job presently held by Frank Green, journeyman mechanic, if Frank should move up or leave the working unit. Or, if Henry's performance is weak in some respect, the important thing is to find out how and why, and what the chances are that he will really improve. Such information must be directly related to the particular duties or operations in which Henry is falling down. The end objective, of course, is a plan of action rather than that of developing a record, as such.

The most important element of employee evaluation for placement purposes is

that of making sure that each employee in the working group actually receives individual study and attention. Frequently the supervisor who is questioned out of hand regarding his reasons for moving up one employee rather than another has no facts drawn from systematic observation of both employees on the job with which to back up his choice. This accounts in large degree for the insistence by employee groups, particularly unions, upon hard and fast seniority rules in assigning jobs, especially when promotions are involved. If the difference between two candidates for a given promotion is not substantial enough to be stated in terms of specific work behavior and actual output, there is considerable justice in the position that the actual output, there is considerable justice in the position that the employee who has worked the longest for the next job up, and whose performance has been acceptable, should get it. This, of course, is the "straight seniority" argument.

### DON'T BE DECEIVED BY FIRST IMPRESSIONS

Supervisors, in the interests of air play as well as good placement, must guard against the common tendency of people in authority to form fixed opinions regarding subordinates which may or may not be consistent with their actual development. In some cases, casual impressions of a new employee formed in the early course of his employment, based upon the way that he appears to take hold of his job rather than upon an actual check of results, influence the supervisor without his being aware of it. As a result, certain workers are groomed for promotion, or earmarked as mediocre, when an actual count of operations successfully completed (or of spoiled work) might easily change the supervisor's estimate. Developing a really considered evaluation of employees is necessarily a painstaking activity, in which the supervisor who forms the habit of taking another look, particularly when he feels most sure of himself, will do the best job.

Essentially, any sound evaluation entails determination of what each employee does, or fails to do, in relation to some reasonably tangible standard of good performance. The measure in one case may be total output. In another, such as a service operation where the amount of work varies from day to day, good performance may require ability to change pace and may be related to finishing the day's work as much as to anything else. In a third job, the difference between success and failure may be quality as measured by freedom from errors or spoiled work. Adherence to instructions or regulations may be another factor, etc. So far as possible, standards should be determined in a manner which permits comparison of the performance of one employee with that of another. Attitudes, personality, maturity, and other qualities which are individual to the worker should be considered only as they bear upon satisfactory performance of the work which the job calls for, or as they condition the employee's ability to move ahead.

The ultimate success of internal placement activity, so far as it depends upon employee evaluation, rests only in part upon the ability of the supervisor to name a candidate when a promotion is in the offing or to bring about occasional replacement



of grossly incompetent employees. It rests to a much greater degree upon the supervisor's disposition to discover and to develop the abilities of the employees who work for him, for the good of the company as a whole. When he takes a second look at the case of each employee who at first appeals as the proper choice for promotion (from the viewpoint of other employees who would be ruled out by the decision) he may turn up additional deserving talent. When he makes an actual comparison of the mistakes of an employee who appears substandard with the mistakes of employees whom he considers satisfactory, he may avoid an unintentional unfairness. No test of leadership placed upon the supervisor requires more analytical ability than sound employee evaluation.

### ANTICIPATING PERSONNEL CHANGES (REQUIREMENT 3)

Many supervisors face a changing situation with respect to jobs and to personnel. Some of these changes are unlooked for and unavoidable; some can be foreseen and forestalled by positive planning. Increases in the work load, changes in the character of the work, the development on the job of abilities for which the employee may be expected to seek an outlet, all present opportunities to plan personnel moves in such a way as to maintain so far as possible a stable, well-adjusted working force. The supervisor's placement job will succeed only as he weighs possible contingencies and develops a working plan in which all personnel moves reasonably in prospect are scheduled against the staffing requirements of the working unit, and as he keeps this plan continuously up to date.

Essentially, this amounts to lining up the job assignments in logical order, ranging from the simpler tasks ordinarily assigned to newcomers to those requiring more extended experience, with a clear indication of the normal lines of promotion and of the relationships which permit transfers from one job to another. A simple sketch will often serve this purpose as well as an elaborate one, and will not only enable the supervisor to schedule necessary personnel moves well in advance, but will assist him in preparing the employees for such moves.

The requirements of good internal placement properly placed upon the supervisor may be summarized as follows:

First, he must carefully line out the job assignments within his working unit which are currently necessary to get the work done. Second, he must compare the possibilities and weaknesses of each employee in the working unit in relation to possible personnel changes, with special emphasis upon detailed checking of current performance against reasonable standards. Third, he should have a plan of action which anticipates, so far as possible, all personnel changes in prospect, whether additions, promotions, reassignments, replacements, or terminations.

### MOST SUPERVISORS NEED HELP IN PLACING WORKERS

Although the basic placement responsibilities of the supervisor which have just been described meet ready acceptance in principle, the evidence is that the average

supervisor needs to have them pointed out and clarified for him. Most of all he must be shown how to go to work on his placement job. Anyone who has had the experience of undertaking an initial cross table discussion with a supervisor concerning what he has in mind with regard to each of his workers will tell you that such discussion, employee by employee, through the whole of a working group, usually bears the indication of being the first time that the supervisor has really thought through his personnel set-up in its entirety. Foresighted personnel planning has to be encouraged, developed, and guided as does any other type of planning.

Theoretically the necessary guidance of placement activity at the working level is the responsibility of the top operating official in each department or section of the company. In practice, experience shows that he seldom takes hold of this job and pushes it to completion. It is much more typical to discover the top man charging off wastages of personnel to the inadequacies of subordinate supervisors, than to find him actively prompting the supervisors to perform a competent employee-evaluation and internal placement job. On this basis, placement activity is made effective at the working level largely through the attention it receives from representatives of the personnel office. This does not mean assumption by the personnel department of any decisional responsibility which logically rests with the line supervisors, but it does mean seeing to it that the employee evaluation and placement job, which must be carried on at the site of work, actually gets done.

*(To be continued)*

Last month "Unions and Job Evaluation" revealed the attitudes towards job evaluation of a representative group of Pittsburgh labor unions. Here is a similar report by the same author on the attitudes of a group of Pittsburgh business and industrial concerns.

# Management and Job Evaluation

By LEONARD COHEN, Professor of Industrial Psychology, University of Miami.

TO ADEQUATELY evaluate the past, present, and future of job evaluation, it is necessary to investigate the experience business management has had with formal job evaluation systems. One needs to know to what extent job evaluation is being used in the industrial and commercial world. What size companies use job evaluation; what size do not? Why have the companies that do not use job evaluation, especially the larger ones, not adopted it? What has been management's experience with job evaluation? Has it proved valid as a method of reducing labor strife, particularly wage grievances?

With these thoughts in mind, the writer surveyed Pittsburgh's commercial and industrial concerns. The sample consisted of 135 firms selected from the classified section of the Pittsburgh telephone directory in such a manner that under each of 135 main headings in the directory, such as DEPARTMENT STORES ELECTRIC MANUFACTURERS, one concern was selected at random and without regard for its size, history of labor relations, or knowledge of its personnel administration procedures. This method of sampling assured the surveying of virtually the entire business field ranging from a one-man florist store to manufacturing concerns employing thousands. The method of gathering the information presented here was to call on the companies selected and interview a responsible official. This was more satisfactory and gave better information than could have been secured with a questionnaire sent through the mail.

## COMPANIES USING JOB EVALUATION

Table I shows how many companies are using or installing evaluation. It is

interesting to see that of the larger companies, more than half are using or now installing job evaluation, whereas those with fewer than 25 employees do not use it at all. Only a few of the organizations of intermediate size use it; that is, those with 46 to 200 workers.

TABLE I  
COMPANIES USING OR INSTALLING JOB EVALUATION

| Number of Companies surveyed | No. of Employees per Company | Companies Using or Installing Job Evaluation |            |
|------------------------------|------------------------------|--|------------|
|                              |                              | Number                                       | Percentage |
| 52                           | Over 200                     | 27   | 52%        |
| 54                           | 26-200                       | 9  | 17         |
| 29                           | 0-25                         | 0  | 0          |
| 135                          |                              | 36   | 27%        |
| (83)                         | (0-200)                      | (9)  | (11%)      |

Statistically, the differences in these percentages are significant. There is not even one chance in 100 that such large differences could occur because of chance fluctuations and sampling errors. This indicates quite clearly<sup>1</sup> that the decision to use job evaluation, or not to use it, depends at least partially on the size of the plant and company involved.

None of these companies with 25 or less employees had ever used a formal system of job evaluation. No firm with less than 200 employees used a point rating (including factor comparison) method of job evaluation and no company with more than 100 employees used job ranking. Job classification methods of job evaluation were used by companies of all sizes (employing from 51 to over 15,000 people).

TABLE II  
TYPES OF JOB EVALUATION PLANS USED

| Plan                               | Companies | Percentage |
|------------------------------------|-----------|------------|
| Factor Comparison                  | 2         | 7%         |
| Point                              | 12        | 40         |
| Job Ranking                        | 4         | 13         |
| Classification                     | 12        | 40         |
|                                    | 30        | 100%       |
| Job Evaluation now being installed | 6         |            |
|                                    | 36        |            |

As to the "vertical" extent of job evaluation, the practices of different firms varied considerably. Although many firms restricted the use of job rating to the non-supervisory production employees, many evaluated the positions of supervisors, some excluding only the "top" five or six executive posts. Only one company evaluated clerical jobs but did not evaluate production shop jobs.

<sup>1</sup> Fisher's "t" for the difference between 51.92% and 10.84% is 8.435. The "t" for the difference between 51.92% and 26.67% is 2.732. Both of these meet tests of significance at the one per cent level.

In general, the companies that have not adopted job evaluation feel no need for it, cannot get the unions with whom they bargain to accept it, or else prefer to operate with individual, personalized pay rates.

The companies that feel no need for job evaluation either are so small that they approach "single rate" concerns and hence are not troubled with problems of wage differentials; are older, well-established companies who feel that differentials have been adequately and satisfactorily determined by long operating historical forces and, at present, experience no wage differential difficulties; or have executives who "rose from the ranks" and "know from practical experience what a job pay rate should be." Other companies that feel no need for job evaluation actually have their differentials determined by job evaluation—although it is another's evaluation. These concerns "use industry wages" or "follow the steel pattern" which is determined largely by the U. S. Steel Corp. subsidiaries whose wage structures are based on formal job evaluation. It is apparent that the actual influence of job evaluation goes far beyond the firms actually using it. Two companies, one with approximately 1300 employees and the other with over 15,000 employees, who expressed "no need for job evaluation," base their lack of need on a rather interesting experiment. They formally evaluated jobs in certain departments and found that the differentials which resulted from the evaluation were precisely the same as the differentials already established and in effect. Hence, job evaluation was deemed unnecessary and was not adopted.

#### SOME COMPANIES CAN'T GET UNION APPROVAL

Some companies say that their rates are set by collective bargaining and so job evaluation is not needed. "We use union scales" is self-explanatory. But these rather neutral statements conceal strong feelings which are not apparent in writing. Some companies said, "... would like to have job evaluation, but can't get our unions to approve. *We deal with the A. F. of L. crafts.*" "No job evaluation; we deal entirely with *craft* unions!" "Worked out job evaluation system and men *refused* to work under it." One company stated that they would like to adopt a job evaluation system to eliminate jealousy over wage rates of different craft unions and workers, but that the unions would not consent to such a program.

Other companies prefer to operate under personalized man rates rather than job rates. Many of these concerns are "job shops". They need a rather versatile working force that can be quickly shifted from one job to another. They feel that they want to pay for the *man* and not the job he might momentarily be doing, but they do not know the right methods which can be used to set such rates. Other companies in this group want to base their wage scale on "current conditions" and not be "tied down" by an unyielding pay structure dictated by job evaluation. They feel that if their wage differentials couldn't be changed with changing economic and social circumstances, they may, especially in times of labor stringency, be unable

to recruit the personnel necessary to operate their plants. But such flexibility can be secured better through modern job evaluation than without it. Another attitude expressed by some companies is like the manager who "knows what each man is worth" and believes that job rates cannot be established because "men on the same job may be worth different".

Executives of several of the smaller concerns stated that they didn't even know what job evaluation was so how could they have adopted it? Many companies had never considered the possibility of rating jobs and were not able to give reasons for or against adoption.

### JOB EVALUATION HELPS UNION-MANAGEMENT RELATIONS

Most of the companies that had adopted some formal method of job rating did so because they felt job evaluation to be necessary for mutual worker-management understanding of a common problem. When the standards of a wage payment plan are agreed upon by both parties, reasons for disputes are eliminated. Almost every company that has adopted job evaluation reports that "it has reduced grievances—have very few any more." "Job evaluation reduces conflict and jealousy among workers. The men know that a certain job pays a certain amount. They know where they stand." "Job evaluation increases our employees' morale; workers are satisfied their rates are fair." "Job evaluation eliminates 'imaginary' grievances and inequities." "Workers now feel our wage structure is more fair." "Job evaluation reduces grievances over wage differentials." Several companies have presented even more convincing evidence that job evaluation is effective in reduction of grievances. In these concerns, certain departments and certain jobs are not covered by the evaluation system. One company reports that, "All present wage grievances are in jobs not covered by job evaluation." Another says, "Wage grievances are much less in departments that have job evaluation, compared with departments that do not have job evaluation." Before introduction of job evaluation, the number and severity of grievances was the same for each of the departments.

Only two of the companies reporting indicate that job evaluation has not been effective in the reduction of grievances. But in neither of these companies has the institution of job evaluation been a joint undertaking of union and management. One company reports that "union didn't want job evaluation, but we forced it in and expect to keep it, but have noticed no reduction in grievances." The other company stated, "The union was not consulted in adoption of job evaluation or development of the system. The union accepted it, then rejected it again, but it was finally put in without union approval. There was no effect on the reduction of grievances, however."

### SHOULD JOB EVALUATION BE COOPERATIVE?

The negative experience of these two companies raises the question whether job evaluation ought to be the sole responsibility of management, or a cooperative

venture of both unions and management. Since the success of a job evaluation program depends upon worker acceptance, it seems only reasonable for job evaluation to be a joint undertaking. One executive took the stand that "the union should help with job evaluation from the beginning;<sup>2</sup> this saves arguments later."

Only one company that had adopted job evaluation and had union acceptance of the plan found fault with the system. Although mentioning that grievances had been reduced through its use, the head of the concern said that it is "more convenient for the employer not to have job evaluation. It seems to dampen men's initiative and kill ambition. A worker feels that 'X' (a job on which he is not working) is not his job and he won't do anything to learn it. An employer also finds it difficult to shift men around the plant when job evaluation is used." On the other hand, other employers find just the opposite. One value credited to job evaluation is that it "shows promotion lines and gives people something to work for." "Job evaluation helps gauge promotion; people progress or get out." However, the charge that job evaluation may dampen initiative is a serious one. Fortunately, the experience of most organizations is that effective job evaluation has no such effect.

#### REASONS FOR ADOPTING JOB EVALUATION

Reasons for the adoption of job evaluation are many and varied. They do, however, fall into certain specific groups. Twenty-seven per cent of the companies who use a rating plan introduced job evaluation because of the growth of an industrial union that demanded reasonable explanations of wage differentials. Often, the union itself demanded the institution of job evaluation procedures.

Another 27% of the firms adopted job evaluation because the heads of the company felt that a "logical wage structure" was desirable, and that this could not be obtained unless some formal job rating system was adopted. Most of these job evaluation programs were in use before the surge of industrial unionism in the thirties, and, of course, before World War II.

TABLE III  
REASONS FOR ADOPTING JOB EVALUATION

|  |      |
|--|------|
| <i>Before World War II</i>   |      |
| To be able to meet union demands for satisfactory explanations of wage differentials . . . | 27%  |
| To satisfy management's desire for "a logical wage structure" . . . . .                    | 27   |
| <i>During World War II</i>   |      |
| Because of the need for a logical wage structure in a period of rapid expansion . . .      | 18   |
| To comply with War Labor Board orders . . . . .  | 18   |
| For other reasons . . . . .  | 10   |
|  | 100% |

Thirty-six per cent of the firms adopted job evaluation during the second World War period. Eighteen per cent of the companies adopted it because of rapid ex-

<sup>2</sup> This is in contrast to the views of the War Labor Boards who have held that job evaluation was a sole responsibility of management. But even the W.L.B. concedes to the union the right to file grievances on rates determined by job evaluation

pension, and independently of War Labor Board wage stabilization policies. These firms felt that the only practical way to create logical wage and salary structures was by the use of a job evaluation system. They wanted to keep their jobs "in line."

Eighteen per cent of the companies using job evaluation adopted their systems to comply with orders of the War Labor Board. The President's Executive Order No. 9250 of October 3, 1942 as amended, states:

"The National War Labor Board shall not approve any increase in the wage rates prevailing . . . unless such increase is necessary to correct maladjustments or inequalities . . . to correct gross inequities. . . . The National War Labor Board shall not approve a decrease in wages for any particular work . . . unless to correct gross inequities."

General Order 31 of the National War Labor Board of May 26, 1943 as amended, states in part that:

" . . . an employer of 31 or more employees may make individual increases in the wage or salary rates of his employees without National War Labor Board approval only under a schedule which has:

a. job classifications (defined as a category of jobs or positions which are similar in nature and content and in required amount of knowledge, skill, experience, and responsibility). . . ."

Thus, the extent to which job evaluation was used was given quite a spurt by the war situation.

The remaining ten per cent of the firms who use job evaluation adopted it "to follow the industrial trend started thirty years ago." Apparently, once an industrial plan is developed and put into use by a sizable number of firms, others "jump on the band-wagon" and adopt it for no other reason than that "others are doing it so it must be good."

One must realize that this division of reasons for the adoption of job evaluation into five groups was merely for convenience in tabulation. In any single instance a variety of causes, not just one, account for the decision to institute job rating. All of these five reasons are closely related. What, for example, is the difference between the "desire for a logical wage structure" and the adoption of job evaluation "so that differentials could be explained to the union?" The writer classified the one response into the "logical wage structure" group, and the other response into the "because of industrial unionism" group. Although the particular groups are real, the percentages attributed to each is arbitrary.

#### BENEFITS OF JOB EVALUATION

Significant is the fact that in no case has a company which adopted job evaluation ever abandoned the system. In the literature one can find many lists of benefits



that are derived from the adoption of such a system. The job valuation itself determines wage differentials, and when doing so tends to eliminate the jealousies of employees over wage rates. So one benefit of job evaluation seems to be to build morale. The valuation of jobs, by determining a "position hierarchy," determines promotional sequences and helps eliminate "blind alley jobs." It may also establish company-wide, rather than departmental promotional lines. A third benefit of the evaluation is that it develops a "yardstick" of job worth which enables supervisors to treat employees alike and thus makes the supervisor's job easier.

Job evaluation, it is reported, is also of benefit in making collective bargaining easier. With job evaluation, "management and the union now are talking the same language."

In the literature one can find the claim that job evaluation "encourages fair efficiency ratings," "stabilizes labor costs," "helps maintain a balanced labor market," "provides a sound means of settling labor issues with management," "reduces labor turn-over," and "provides a firm wage foundation for long term personnel policies." Perhaps it does—but no evidence in this study could be found to either substantiate or refute these claims, and the writers who claim these benefits submit no substantiating proof.

#### SUMMARY

Over 26% of the firms surveyed use a formal method of job evaluation today, and most of the firms that use it employ two hundred or more employees. Job classification and point rating methods are used more widely than any others. When job evaluation is used, and "accepted" by the workers, it has helped reduce wage grievances. From management's experience, the prophecy that job evaluation will be more widely used in the future is a safe one.

Everyone who works in personnel and labor relations feels the need of an opportunity to exchange professional information at first hand and to extend acquaintanceship in the field. It is hoped that the contest announced here will encourage the establishment of more personnel associations.

## A Contest for the Best Program of a Personnel Association

THERE is a steady increase each year in the number of associations devoted to the interests of groups of organizations in personnel and labor relations. In the larger cities there are associations whose members are the industrial, commercial, government and other institutions of the community and which have, in some cases, been active for many years. There are a number of regional associations such as the California Personnel Management Association which serves the interests of its members in that region. In the belief that an exchange of experiences between such organizations will be of help to the newer ones PERSONNEL JOURNAL announces a contest for a description of the best such program. The purpose of the contest is to bring to light the details of the best program of any eligible association devoted primarily to problems of its members in personnel and labor relations. Papers should describe types of meetings and conferences, publications, committees, surveys and other projects.

### CONDITIONS

The following conditions govern the awards in this contest. If any interpretation of these conditions is required it shall be made on the judgment of the Contest Judges and their decision shall be final.

The award of the judges shall take into account the following factors;

1. (a) Each association program shall be judged by the soundness of its purposes and the effectiveness with which it attains those purposes.
- (b) The excellence of the article describing the program will be considered.
2. Articles shall be typewritten and three copies shall be furnished.
3. Articles shall be not more than about 4000 words in length.

4. There shall be a statement of the purposes of each association, of the size and type of membership, the program of the current or a recent year, and the names and affiliations of officers and directors.
5. All articles shall be mailed to the Editor, *PERSONNEL JOURNAL*, Swarthmore and must be postmarked not later than November 31st, 1948.

### JUDGES

The following have consented to act as judges in this contest:

*Charles W. Potter*, Vice President & General Manager  
Indiana Bell Telephone Company  
Indianapolis, Ind.

*S. Avery Raube*, Director  
Division of Personnel Administration  
National Industrial Conference Board  
New York, N. Y.

*Wm. R. Spiegel*, Chairman  
Department of Management  
Northwestern University  
Evanston, Ill.

*Kenneth O. Warner*  
Director, Institutional Resources Survey Staff  
National Security Resources Board  
Washington, D. C.

There will be three prizes for the three best reports submitted, as follows:—

1st prize—a certificate and ten three-year subscriptions to *PERSONNEL JOURNAL* valued at \$130. and which will be mailed to any names designated by the authorized officer of the winning association, such as members of the association, libraries, colleges or anyone else.

2nd prize—a certificate and five two-year subscriptions to *PERSONNEL JOURNAL* valued at \$45.

3rd prize—a certificate and five one-year subscriptions to *PERSONNEL JOURNAL*.

The three winning articles will be published in successive issues of *PERSONNEL JOURNAL*, which reserves the right to shorten or modify them in any way deemed suitable for publication.

Any association is eligible whose purposes are primarily to exchange information on personnel and labor relations matters among its members, except associations which are national in scope, or those whose only requirement for membership is the payment of a fee.

Any inquiries regarding the contest should be addressed to Editor, *PERSONNEL JOURNAL*, Swarthmore, Penna.

Many foremen and supervisors think that it pays to "be nice" to their subordinates as a way of keeping popular. The best supervisors know better. They know that no worker will hold a grudge for being checked up when at fault. The subordinates of a firm supervisor—if he is also fair—will respect him and will work harder for him than if he is "easy."

# Discipline—The Staff Likes It

BY HARRY GOETT, Department Head, Irving Trust Company, New York.

(This is a report of a discussion which Mr. Goett was asked to lead at a department heads' dinner meeting of operating divisions of Irving Trust Company in New York City. It presents a point of view not often expressed in discussions of discipline. NOTE: The department head in a bank is equivalent to a Foreman or General Foreman in industry. Staff means the bank staff—all employees.)

THE OTHER day in discussing this subject, another department head said, "It's a good subject; it's about time we cracked down on the staff." Nothing is further from my mind than that. My friend has an entirely wrong slant, and I would not want anyone to interpret my remarks as meaning to "crack down on the staff."

I looked into several dictionaries to see what discipline meant. None of the definitions seemed to fit, so I will give my own. Discipline is the necessary action taken by a supervisor in dealing with excessive absence, tardiness, low production, errors, poor work habits, a non-cooperative attitude, the evasion of rules and regulations and any other thing which is harmful to the Company, its customers, or the personnel.

It is realized that there is a proper way to take disciplinary action. I will not attempt to cover this point. It is a big subject. I am interested in making one point only. That is—*the staff likes discipline.*

## "HAVE YOU HEARD THIS ONE?"

All of us at this dinner meeting have had considerable direct dealing with the rank and file. We know what they are thinking and saying. I am sure that at some time or other we all have heard the things I am now going to say.

*Have you heard* "I'm a good worker. I do much more work than Joe. You wouldn't think so, though. The Supervisor seems to like Joe as much as he likes me. As a matter of fact, he seems to be more considerate of Joe, who is getting away with

things. Maybe I should be more independent. It doesn't pay to work hard and cooperate."

*Have you ever heard this one* "Mary is out again today and it's a Monday. This means we won't get out until six o'clock and we will have to kill ourselves. I think I'll take a long weekend myself. Everybody knows Mary is cheating. What's the matter with the Supervisor? Is he blind? Truth is, Mary's independent and he's afraid she will quit if he speaks to her. What's the good of being honest?"

*Here's one I am certain you all have heard* at some time or other, when a person is let out of the Company for cause. "It's about time the Company did something about him."

When comments such as these are made, they indicate that a supervisor may have fallen down on the job. He is not maintaining discipline, and the rank and file, the honest willing workers, comprising the bulk of the staff, are protesting against the supervisor.

### MOST PEOPLE WANT TO DO THEIR SHARE

Most people are honest and sincere. They want to do their share. They resent their fellow worker who does not apply himself to the job. They expect the supervisor to do his part as their leader in such cases. When an individual member of a group is not doing his share, the staff is quick to sense it and they visualize a contest between the supervisor and the individual involved. Often when an individual is not doing his share, you will find he brags of this to other members of the staff.

Nearly everybody likes a contest, whether it's a football game, a beauty contest, or a quiz contest, or one between an employee with a poor attitude and a supervisor. The staff, being fundamentally on the square, is nearly always on your side. They are watching very closely and are hopeful you will meet the issue fairly and successfully. They hope you will be able to show the wrong-thinking individual the error of his ways. Such a spot is crucial for the supervisor.

If a supervisor meets the issue, handles it courageously and in the proper manner, he will get the respect of the staff in general. If he does not; if he hesitates, worries about unfilled requisitions, or backs down, he, the staff generally, and the Company are the losers. There is nothing that will tend to make a staff discontented faster than a supervisor who hesitates to discipline in individual cases when and where it is obvious that such action should be taken.

As soon as a supervisor gets a reputation for evading disciplinary action when it should be taken, his problems pyramid. A few members of the staff may join and copy the winner who, of course, in this case is not the supervisor. The human mind sometimes works peculiarly. What is wrong may be copied—just so long as it wins.

### DISCIPLINE BENEFITS ALL

There is a still more important reason why the staff likes discipline. It is because they know and feel it is directly beneficial to them as a group. The irritations

of a job are at a minimum when absences are not excessive, everyone starts working on time, the pressure is divided fairly and evenly and the work space is kept neat and orderly. The conscientious worker has much to gain through teamwork, which can be improved through constructive discipline. Most of the staff is in favor of teamwork that helps to make the job more pleasant.

I would like to tell you about our own experience. About eight months ago we started to focus our thinking a little more on discipline. We didn't realize fully at that time that people like discipline. On the one hand, we were stimulated by official suggestions to develop and maintain better discipline. On the other hand, there was pressure from the rank and file covering many subjects such as money, vacation periods, Company regulations, requests for transfers to reduce pressure—often due to chronic absences of co-workers, etc. All-in-all the job of the Department Head did not look too pleasant and we decided to do something about it. One of the things we determined to do was to pay more attention to discipline.

Through discussion of the subject of discipline with Section Heads and other supervisory assistants at that time, it was obvious that a desirable tightening in respect to discipline had a good effect on their morale. It became apparent that unless the Department Head met each issue, the supervisory assistants would have little heart or inclination to meet issues which they constantly face. If the Department Head's backbone is weak, his assistants will have none. They will be harassed individuals with plenty of responsibility and nothing else.

The results of our changed attitude were surprisingly pleasant. The rank and file reaction was a happy one. There was a more cooperative spirit displayed by the staff generally, and a feeling developed that work and responsibility were being divided more evenly. This even applied to the few "prima donnas" who decided that it was wise to join up after our discussion with them. Production showed an upward trend and overtime was reduced. Personnel turnover started down.

We have the firm conviction that properly-applied discipline is a very effective tool for improving staff attitude, production, attendance, interest in reducing errors, and

Remember—the staff likes discipline. It is watching you all the time. It knows *discipline is your job* and looks to you to do your job.

The following letter has been received from Lee Kress, well-known authority on job evaluation and author of the N. E. M. A. and Metal Trades Association point plans of job evaluation. Mr. Kress takes exception to statements in the February editorial "Fallacies in Job Evaluation".

## Job Evaluation Discussion

March 27, 1948

Mr. Edward N. Hay  
Personnel Journal Inc.  
Swarthmore, Pennsylvania

Dear Mr. Hay:

**Y**OUR article entitled "Fallacies in Job evaluation" (February issue) has been called to my attention. Frankly, I am astonished that you should take the attitude that procedures different from those you, yourself, use "can only be characterized as fallacious." I disagree with you on the following points:

1. *Number of factors in a rating plan.* You state that job evaluation plans do not need eleven factors and specifically refer to the NEMA-Metal Trades plan. That plan is now eleven years old. It is undoubtedly the most widely used of any single job rating plan. There has been a definite reluctance to revise the plan in any way, in that time; first, because of the large number of installations and second, to avoid any criticism on the part of unions that the "yard stick" was being changed. In the Metal Trades Association, the plan is tied into its comprehensive program of area surveys. It would be inadvisable to change the factors even if Lawshe's conclusions were accepted. I do not question his statistical analyses. I do question the wisdom of limiting the factors, as he suggests, for practical use.

2. *Training Analysts.* You take exception to Landes' statement that it takes one to three years to train engineers for evaluation. You say it is possible to train evaluators in three to six weeks. I have trained as many persons in this field as anyone in the country. I say it is not only fallacious but misleading to claim that an inexperienced person can be trained in three to six weeks to rate jobs. You likewise say, "There is no need to use engineers for evaluators" and imply that engineers are unable to handle the human relations part of the job. For machine shop operations, I prefer either a graduate mechanical engineer or a person who has served his

apprenticeship. It is difficult, if not impossible, for men without either to prepare proper job descriptions, appraise examples of levels of skill and rate jobs. I see nothing wrong in Landes' use of engineers. I think it is presumptuous of you to label it a "fallacy".

3. *Committee ratings.* You object to Landes using one engineer to rate jobs. You say "in the best methods, the values are assigned by a group of analysts, usually from four to twelve in number". I take exception to your statement. I consider the use of such a committee a fallacy. There is nothing other than your statement to show that "group judgment gives more accurate evaluations". You see, where we use only one engineer to rate jobs, he does the rating with the person who knows most about the job—the supervisor. That means the supervisor himself has a part in the initial rating. No committee hands down any ratings for him to review. I can readily see why, if you use persons with three to six weeks experience, you want to pool and average out their opinions. Your position on the committee rating is certainly arbitrary. I have never, in some 500 installations, used a committee as you propose.

4. *Joint ratings.* You say "experience shows that a better way of satisfying the union is to have all evaluations performed by a joint management-union committee". You imply that it is a fallacy to do it otherwise. There are persons who will disagree with you. As a matter of principle, I do not think a difference in principle should be labeled a "fallacy". For my part, I do not even think it is smart for a union to participate in a joint evaluation as you propose. I, of course, believe in full and complete discussion of descriptions and ratings with a union and the furnishing of all facts to them.

I do not object to criticism or discussion of improper or unsound job rating methods. I think you should go slowly in labelling as "fallacies" basically sound methods or techniques which may differ from your own.

I hope you will publish this letter as you offer in your article to publish comment *both pro and con*.

Sincerely yours,  
A. L. KRESS

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That is Lee Kress's letter in full; and needless to say, any useful comment—pro or con—will be published, too. I am sorry—if I may drop the editorial "we"—to have offended Lee. My objection to Mr. Landes' remarks was because he said that "it takes from one to three years to adequately train engineers to make accurate evaluation". My mistake was that I did not say merely, that it took only three weeks under proper guidance to train a suitably selected person to make accurate evaluations *under the factor comparison method*—because it is being done constantly. My other comments should have been in the same style. What he and Mr. Kress say may apply to point methods of the kind they use but they most certainly do not apply to factor comparison plans with which I have been acquainted. Another difference may be



due to their comments having been based on evaluation of factory jobs, whereas mine were based on all kinds of jobs, factory, clerical, professional, sales and executive. I did not have shop jobs in mind when I wrote and I must admit—with apologies—that engineers are better, if they are otherwise qualified, than any one else, in rating shop jobs. This, of course, is because the engineering knowledge is important in correctly analyzing the shop operations. However, this is less important with factor comparison than with point methods because with point methods the analyst really rates the job in the course of preparing the description and specification. Factor comparison requires merely a bare list of duties, all rating being done by a committee of persons generally familiar with the jobs. No "specification" is required, nor is the analysts' opinion of any requirement of the job permitted. The two methods are very different and both are in wide and successful use, so that some of our differences are only differences of preference. Mr. Kress does not say why he thinks committee evaluations are wrong, though he rightly points out that I claim "group judgment gives more accurate evaluations" without submitting any proof of my statement. I am at fault there, but I have taken steps to correct that fault by an article that will appear in the July issue of the new quarterly magazine "Personnel Psychology". Watch for it. I hope someone will publish a similar statement on the reliability of job evaluation ratings made by other methods, for comparison. But there is another factor that is quite as important as accuracy in evaluation and that is acceptance by all employees who are affected. That is the reason for evaluation by committees. In addition, evaluation by a committee representing all important departments assures that everyone will feel that all departments are kept on a uniform basis. As for union participation in evaluation, my personal experience with a number of such cases shows beyond doubt that it usually works well. An increasing number of unions are doing it, too. Read Dr. Cohen's article in May PERSONNEL JOURNAL called "Unions and Job Evaluation". Again, the real reason for joint union-management evaluation is to gain acceptance by rank-and-file as well as by union leaders. It is a democratic process, too, which appeals to most personnel and labor relations men. Let's have more "pro" and "con" on this timely subject.

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# Editorial Comments

## Personnel Associations

**P**ERSONNEL (or Industrial Relations) Associations are one of the most effective means of raising the standards in personnel work and of increasing awareness of the need for raising those standards to a high level; one more nearly approaching professional status. It is a fortunate coincidence that Professor Dale Yoder's article, "Professional Associations in Manpower Management", made its appearance in time for the JUNE PERSONNEL JOURNAL. Because, elsewhere in this issue is the announcement of a contest for a description of the best local or regional association devoted to the interests of personnel, industrial relations and labor relations workers. It is hoped that the contest will focus attention on the important place that these organizations occupy in the personnel field and to their great opportunity for wider and more effective service to their members. Personnel people are supposed to be exponents of the art of leadership. A fine opportunity for a display of high qualities of leadership is afforded by service in these associations—as an officer, committee member and worker. Many useful suggestions will be found in the papers describing the work of personnel associations. The three best programs described in papers submitted in this contest will be published here.

## By-Passing the Taft-Hartley Law

**T**HE chief negotiating problem faced by management this year is not how much of a wage increase to give workers, but what should be done to offset union attempts to bypass the Labor-Management Relations Act. Very few unions really object to every provision of the new labor law. But most unions object to at least one or two provisions. It will be the rare union, therefore, that does not seek in one way or another to draw the fangs of one or more clauses in the law.

Any union attempt to evade the obligations and penalties prescribed by the law will raise embarrassing questions for most managements. Most of industry wants to abide by the spirit as well as the letter of the law. But living up to the spirit of the law when the union is determined to violate it is difficult. Most managements are resisting union proposals to get around the Taft-Hartley Act. But too often management's problem is whether it is worth a strike to follow the intent of Congress, even though it is easy to evade that intent legally.

Where a union will strike to get its terms and the employer can concede these terms without actually violating the letter of the law, who will object if he does so? Congress? Let Congress first pass a labor law that straightforwardly does what its authors wanted to do. The public? It is not likely to protest because it loses whenever a strike occurs. But the losses the public sustains when an employer avoids a strike by surrendering to union demand are indirect, difficult to comprehend, and usually impossible to measure. Other employers? Not they, for they too are likely to be under the same pressure and quite willing to benefit from the example set by

other managements, who find the easy way out of complying with the spirit of the labor law.

No clarifying amendments to the law will be passed this year. Congress intends, despite the publicity the Hartley hearings are getting in the newspapers to "let well enough alone" until after the November elections. The consequence is that the act will only be clarified, if at all, during the next 12 months by NLRB and Supreme Court decisions.

## Job Evaluation as a Democratic Process

**J**OB evaluation is usually regarded as a technical procedure and one which should be left in the hands of engineers or methods men. When it is installed in an organization with this point of view many important values are lost. When salary standards are established through job evaluation they affect the lives of all employees and supervisors. Anything so far-reaching should be handled in a way that is acceptable to everyone affected. Better results are obtained therefore when evaluation procedures are participated in by as many employees and supervisors as possible. Employees can participate by furnishing information about their jobs and by being asked to approve the resulting job description which has been prepared by the job analyst. They should be informed in a general way of the purpose and method of the plan. Such understanding forestalls that kind of dissatisfaction which springs from ignorance. Executives and supervisors should participate by being asked to furnish additional information about jobs by approving the final job descriptions and by some participation in actual evaluation. Where there is a Union it is often possible to induce them to take an active part. Ideally they should have an equal share in evaluation. This has worked well in many instances. Participation of Executives, Supervisors, Workers and Union can become the heart of the whole program and a program developed in this way will work better because of this co-operative effort.

## New President of American Management Association

**A**NNOUNCEMENT was made on May 17, of the appointment of Lawrence Appley as new President of American Management Association. "Larry" Appley, as everyone calls him, is the perfect choice for a position of the highest importance in the American economy, and he brings to it the same qualities for efficient performance that were possessed by his predecessor, Alvin Dodd. Mr. Dodd, who has not been well in the past year, becomes Honorary President, so that his judgment and experience will continue to be available. Congratulations and best wishes to the new Helmsman of A. M. A. and our appreciation and hopes for a good rest to the retiring Chief.

# The Editor Chats With His Readers

## A Decentralized Training Program

April 7, 1948

Mr. Edward N. Hay, Editor  
Personnel Journal  
Swarthmore, Pennsylvania

Dear Mr. Hay:

May I take this opportunity of offering some suggestions to your readers and especially Mr. Wesley B. Warren, Manager for Delta Airlines.

The writer has an M.A. in Education and seven years experience in writing and presenting conference materials for all levels of supervision.

The interesting article in the March issue by Mr. Alfred R. Lateiner has given your readers a splendid picture of how a decentralized training program might be carried on successfully.

As a member of the Industrial Relations Department of The Mead Corporation, we are continuously compiling training materials for the various levels of supervision in a decentralized supervisory situation. Each of our mills was requested to send one or two members of their supervisory staff to a central city for an intensive training period of three weeks. A list of desirable requisites and qualifications were submitted to the plant managers to assist in the selection of representatives.

The respective representatives were men in the upper levels of supervisory personnel who readily adapted themselves to the conference techniques. Previously, none had any similar experiences or opportunities to conduct conferences or group discussions. Our fatality experience was only 8%.

After appropriate motivation and being imbued with sufficient enthusiasm they were subjected to a series of lectures designed to equip each member with sufficient practice to enable him to master some of the skills of good conference leadership. The ever present factor of individual differences enabled some to more readily grasp and capitalize on the vicarious experiences they were subjected to during the various group discussions.

The principles of good instruction were adhered to and the group was presented with eight conferences. After having assumed the position of conferees for these eight 2 hour meetings they then endeavored to study each conference separately.

Each conference was divided into specific phases. The group was divided, at random, into two sections so that each could have greater opportunities and individual tutoring for practicing before a group. Each phase was practiced by each member until it was mastered. Several members then had opportunities to present the more difficult phases to the combined groups. At appropriate intervals, a group critique was conducted.

At the end of the three week period each of the members had had opportunities for presenting eight conferences under situations more difficult than they would be expected to be confronted with in their respective mills. This was made possible by the members who purposely digressed from the subject material and became involved in irrelevant issues. At the end of the conference development period these conference leaders were confident they could conduct conferences under almost any conditions.

The follow-up program is in effect. Each conference leader is observed while conducting conferences in his respective mill. A member of the Industrial Relations Staff contributes appropriate comments and constructive criticism in an effort to assist the conference leader to become more proficient in his presentations.

The data for conferences are compiled as a result of surveys of all members of supervision. Likewise, plant managers are petitioned for recommendations and suggestions. Conferences then are written, edited, and approved. They are then tested and mastered by members of the Industrial Relations Staff who, in turn, present them to conference leaders at subsequent institutes.

To date these men have successfully conducted twenty conferences in their respective plants, and a survey indicates that 95% of the members of supervision are of the opinion that the conferences are good and would like to have more information conveyed to them in a similar manner.

If further elaboration or clarification is requested concerning any of this data, an explanation will be forwarded upon request.

Very truly yours,  
THE MEAD CORPORATION  
L. M. Lenzi  
Industrial Relations Dept.

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### Self-contempt, a Source of Social and Vocational Difficulty

In any given group, the person who is troubled too much about himself is usually the one who gives the most trouble to others. Self-contempt stimulates a person to look for faults and weaknesses in one's associates. He wants to let them down so that by comparison he will not look so small. For example, if a man knows that he is a poor conversationalist or an ineffective speaker, he will tend to criticize others

who speak well, and may refer to their conversations as "too much blarney, hot air," and the like. If he is not well-trained for his own job, does not know the details, he may complain constantly about "red tape." He may say that he is interested in people or action rather than in paper work.

If one feels inadequate socially and knows he cannot hold his own in a group, he may insist that crowds bore him. He may be worthless or a liability in a departmental conference. He may insist that he has work to do and cannot waste his time listening to a lot of nonsense. Consequently he may fail to keep up with changes in departmental plans and be a source of constant irregularities, delays, annoyance and confusion in the sequence of activities or in the regular flow of business.

The person who disagrees with all others in his group usually does so because of the feeling that his standing with the group is low or unsatisfactory. He, accordingly, must gain attention by rejecting the opinions or suggestions of others, thus showing that he is the real thinker of the group.

An individual who persistently tries to get others into trouble or fired for inefficiency, disloyalty, carelessness and the like, usually is afraid that he is inefficient, or he may know that he is disloyal or careless. He may have an inner feeling that he, himself, is of little value to his organization and should be fired.

There are numerous ways of dealing with such persons. One of the best ways is to study them carefully and find what they can do well, give them a chance to do it and thereby make it possible for them to increase their self-respect by actual, worthy achievement.

In some cases, such persons may be temporarily "carried away" with their success, and may become too aggressive in wanting to take over the duties and responsibilities that are not their own, and thus annoy others considerably. However, as success becomes a habit or custom with them and as their cravings for self-approval become more fully satisfied, they will tend to confine their interests more and more to their own work, to adjust to requirements and procedures of their organization and to become cooperative and compatible with associates in their own immediate group.

Robert P. Carroll (Ph.D.)  
714 Reservoir Street  
Baltimore 17, Maryland

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### Labor-Management Cooperation

The American Management Association is conducting a long-range study of Labor-Management cooperation and will make a detailed report for members of the association. The work is under the direction of Ernest Dale, Economist of the A. M. A. Mr. Dale gave a talk on one phase of such cooperative effort before the Winter Production Conference of A. M. A. on December 15th, 1947. He discussed

"Labor-Management Cooperation To Increase Productivity" and said that the final report when issued by the association will attempt to answer the following questions about labor participation in increasing productivity:

1. What are the objectives of the cooperative effort?
2. What is the nature of cooperative organization?
3. What is the evaluation of the results?
4. What are the major considerations in setting up a plan of employee participation?

The final report of the association will be received by personnel men with a great deal of interest, as have other such reports from the same source.

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### Financing Old Age

The public is not yet aware of the tremendous costs that will have to be borne when the present Federal Social Security old age pension plan is fully operative. Very few are now receiving pensions compared to the number who will be drawing them in another 15 to 20 years. Then, the present 1% tax on employee and employer will not be any where nearly enough to support the plan. The National Industrial Conference Board has just issued a report entitled, "Financing Old Age", the fourth in a new series entitled "Studies in Individual and Collective Security" under the supervision of Martin R. Gainsbrugh, Chief Economist of the Board. The study "Financing Old Age" was conducted by Dr. Henry W. Steinhaus of the Equitable Life Assurance Society. He points out that by 1960 there will be 18 million people in this country over 65 years of age (and Ye Editor will be one of them!). This is 8 million more than at present and means one for every five persons of productive age against one to eight at present, and one to thirteen in 1900. How to handle the cost of the plan in years to come will become a major issue—political and social. Dr. Steinhaus thinks that "Too many of tomorrow's aged may be relying too much upon the basic pension income provided by the Social Security Act." He suggests that one way to keep the cost in bounds may be to encourage rather than to penalize deferment of retirement by increasing the pension by 1% for each month of deferment, which could be done, he says, without increasing the pension costs to the government. This is the kind of problem that alert personnel people will need to be informed about.

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### PIC Magazine Says "You Should Subscribe to Personnel Journal"

PIC Magazine for April has a group of articles under the general heading "Your Job and Your Future" which, among other things, tells interesting stories of successes of young Americans. A two-page spread called "Pic's job barometer" gives detailed information on five occupations, of which Personnel Manager is one. The

"case History" which illustrates this occupation tells about the brilliant career of handsome Ernest de la Ossa, who is now Personnel Director of National Broadcasting Company in New York. Pic also says that "you should subscribe to PERSONNEL JOURNAL!"

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### A Weekly Labor Report

The Toledo Research Bureau, a non-profit Association of local industrial relations men publishes a weekly labor report on labor trends and policies. Recent research reports progress made by unions in attaining vacations with pay, annual wages and group insurance. Another report is on the growing trend toward more and more union participation in the establishment of standards and in the operation of wage incentive plans. These reports are written for firms around Toledo but the information is gathered nation-wide. The Editors are Wade E. Shurtleff, Assistant Director of Industrial Relations, Willys-Overland Motors Inc. and Bernard Meyer.

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### Security for the Worker Through Steady Employment

A recent talk on this subject was given by Richard R. Deupree, President of Procter & Gamble Company in which he discussed the experience of his company in solving this problem. "It can't be legislated into action" he said, but pointed out that surveys of employee opinion usually reveal that one of their leading concerns is for employment stability. A recent report of the National Industrial Conference Board on this same subject showed that security of employment was not only first on the list of employee needs, but it was far ahead of any other desire. Mr. Deupree concludes that business *must* solve this problem, since no one else can do so and because the social pressure for steady employment is increasing. He recommends that the manufacturer "Get away from the sales curve and study the consumption curve", and that if he does some, if not all, of his workers can be assured of steady employment.

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### "Government Denial of the Right to Strike"

This editorial in April PERSONNEL JOURNAL has brought a number of comments. Louis G. Silverberg, Director of Information of the National Labor Relations Board writes, enclosing a copy of a recent address by Chairman Herzog, and calling attention to some parallel remarks. Mr. Herzog says "No law can ever take the place of decent human behavior. In the field of labor-management relations, legislation will never remove the need for cooperation, mutual understanding and confidence, although it certainly can be written and administered so as to stimulate them."



He calls attention to the many cases in which management and labor have run to government for help in solving a problem that, with sincerity and cooperative effort, they could have settled themselves. This tendency to "lean on Government", he says, is noticeable in many cases brought before the NLRB. Only when labor and management learn that they can settle their differences better and quicker than Government will collective fulfil its promise. "But", he says, "neither labor nor management can expect the representatives of the people to stand idly by unless they are prepared to fulfil their own obligations."

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### **Labor Relations the Chief Topic at 3-day Convention of American Newspapers Association**

The New York Times carried long stories of this important convention of newspaper publishers. It was interesting to see how much space was given to reporting what was said on Industrial Relations, which was the principal topic discussed by the 1301 registrants on the third day. Elisha Hanson, general counsel for the ANPA, reviewed in detail the controversy with the International Typographical Union and the refusal of ITU to negotiate a contract that would conform with the Taft-Hartley Act. Cranston Williams, general manager of the ANPA, said that the association is opposed to collective bargaining on a national basis, but in favor of local negotiations plus arbitration. The court action was to stop Mr. Randolph from preventing a local from making a contract that did not have his approval and that of the International executive board. He said that ANPA might have to raise the issue of violations of the present injunction against the ITU because of the latter's demand for jurisdiction over the Varitype operators, by whose work the Chicago papers are able to issue in spite of the five-months strike of composing room workers. He explained that the ANPA's position was that employers could not confer jurisdiction over any group of employees on a union; that was a matter in the hands of the employees themselves and the NLRB. So much time was given to employee relations that a large number of reports could not be presented or discussed and will be sent to members in printed form.

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### **More About Personnel Records**

Mr. A. W. Grotefend writes from the Creighton, Penna., works of the Pittsburgh Plate Glass Company to say that he liked the article in April PERSONNEL JOURNAL by Cabor, "Personnel Records—A New Slant". He has an interesting suggestion about records. "All our work relationships involve rights and duties; privileges and responsibilities. Personnel records should then, so far as possible, answer two questions: (1) In relation to each employee has management fully discharged its responsibilities? and (2) in relation to management has the employee fully discharged his responsibilities?"

## A Union Salary Survey

A. M. Marin, Chairman, Council of Western Electric Technical Employees, Newark, sends a copy of their "Statement of Policy" and a salary survey conducted by them in 1947. This interesting and concise policy statement summarizes their attitude in the conduct of collective bargaining negotiations under four headings, (1) Professional Development; (2) Personnel Policies; (3) Wages; and (4) Long Range Policies. The survey not only includes salary data covering 1618 engineering personnel but also reports on such allied matters as extent of education, major fields of education, length of service and merit increases.

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## College Courses In Personnel Management

More colleges write that they give courses in Personnel Management. Among them are Southern Illinois University at Carbondale, Illinois; and Howard College, Birmingham, Alabama. J. L. Bass, Assistant Professor in the Department of Economics at Howard College writes,

"Howard College of Birmingham, Alabama, has called on a number of Personnel directors in the city to add a high degree of practicability and timeliness to its course in personnel management.

"Each student completing the course in March was required to interview a personnel director or employment manager and to prepare a report covering the firm's personnel policy and practices. Class lectures were supplemented by discussions led by representatives of the American Cast Iron Pipe Company, Delta Air Lines, Jefferson County Personnel Board and the Alabama State Employment Service. Other firms will be represented when the course is repeated during the summer quarter.

"The personnel management course at Howard is in the Department of Economics and Business Administration. However, a course in industrial psychology offered by the Psychology Department deals with tests and measurements as used in employment and promotion standards."

Columbia University, New York City, not only gives courses in the School of Business but also in the Department of Industrial Engineering, according to William W. Waite, Associate Professor in the Department. Courses are also given in the Department of Vocational Adjustment and Occupational Adjustment of Teachers College.

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## The Wife—A Job Description!

Not long ago the Union Dime Savings Bank was in the throes of a job evaluation installation, which took a good deal of the time and energy of numerous members of the bank staff, as any effective evaluation program would. There was time for

humor, nevertheless, of which the following job description is a sample. The comment and the job description appeared in "The Dime", the employee publication of the bank, and is reproduced by permission of John M. Robert who is personnel officer of the bank.

We have taken time out to describe the most important job in the place—that of a bank clerk's wife. Obviously an impossible task. She dwarfs any description we can make. She begs the most skillful art at our disposal. Her influence is unseen but imperative. Her commands are as effective as if issued from the Board Room, her whims have all the authority of a formal resolution or a memo from the President's office. She's not on the payroll but we couldn't get along without her . . . she's a woman . . . she's a wife . . . she's wonderful . . . God bless her.

### Job Description

*Job Name:* BANK CLERK'S WIFE

*Job No.:* 102

*Dept.:* UXORIAL

*Division:* NOT OFTEN

*Section:* CAESARIAN

*Unit:* FAMILY

*Date Appvd.:* ALWAYS

*Appvd. By:* BOTH

*Analyst:* A. CLURK

*Function:* Under supervision of Husband (101) and/or Children (104, 105, 106) MAINTAINS household. ALLOCATES funds. PURCHASES supplies. CONTRIVES, INVENTS means, methods of making Bank Clerk's (101) salary support family. (Considered impossible, or at least improbable, by careful statisticians.) ENTERTAINS intelligentsia (friends and own family); and morons (Husband's friends and family). SUPERVISES Dog (103), and other livestock including Husband (101) and Children (104, 105, 106).

*Duties:*

*Daily:*

1. AWAKES Clerk (101). SELECTS suit (selection limited to one). SELECTS shirt (selection limited to one clean, one soiled, two frayed). SEARCHES for shoes, keys, handkerchief, studs. GIVES detailed instructions for day's program.
2. PREPARES meal. DISBURSES carfare and/or lunch funds.
3. DRESSES children (104, 105, 106).
4. WASHES dishes. SCRUBS floors, windows, paintwork. POLISHES silver, brass, furniture.
5. PLANS day's marketing. CALCULATES expenditures. COMPARES calculations with available funds. RE-CALCULATES. GOES to market with Children (104, 105, 106) and baby buggy. FIGHTS way into sugar line. FIGHTS way into soap line. DESTROYS market list as impractical. IMPROVISES new menu according to availability of materials.
6. ARBITRATES differences of opinion expressed vociferously and belligerently by Children (104, 105, 106).
7. WASHES, IRONS sheets, shirts, blankets, rugs, underwear.
8. MENDS, REPAIRS sheets, shirts, blankets, rugs, underwear, tables, chairs, beds, radios.
9. COMPROMISES differences of opinion ACCEPTS her own opinion—REJECTS husband's (101).
10. EXERCISES Dog (103). WARDS off seasonal acquaintances. TAKES Dog (103) out when Dog (103) prefers to stay in—TAKES Dog (103) in when Dog (103) insists on staying out.

SEPARATES Dog (103) from fights and other turmoils. RELEGATES Husband (101) to dog-house; Dog (103) to ..... (Censored).

11. ENTERTAINS Morons (Husband's (101) friends, and family); and intelligentsia (own (102) friends and family).

### *Skill:*

*Minimum training and past experience, what and where acquired:*

Charm, poise, amatory efficiency—past experience not divulged.

Complete knowledge of French, piano, ballet, opera, literature.

Ability to handle butlers, personal servants, etc.

Must know first names of headwaiters at Stork Club, El Morocco, Colony Club, etc.

*Minimum new experience and working knowledge to be acquired on this job:*

Ability to realize that a bank clerk's salary has no relation to bank balance sheet.

Ability to do work of painter, carpenter, electrician, plumber, cleaning woman, dishwasher, chef, C.P.A., Arbitrator, Fashion Designer, advisor. Ability to render First Aid, Medical Advice and Treatment and minor surgical assistance. Veterinarian ability. Ability to haggle, wash diapers, iron shirts, etc., twelve hours a day and still look lovely in evening. Ability to please, charm and fascinate.

### *Equipment used:*

Electrical equipment

Vacuum cleaner

Duster

Mop

Broom

Sewing Machine

Rolling Pin

Pressure Cooker

Snow shovel

Ash cans

Mixing machine

Washing machine

Black lace and other deceptive devices

Eyelashes

Gay deceivers

Bras

Girdles

Sweaters

Lipstick

Perfumes

### *Physical:*

*Position: Sitting 25%, Standing 25%, Moving About 125%*

*Kinds of work %:*

Clerical —25%

Supervisory —70%

Manual —50%

Analytical —25%

Financial —14%

Advisory —85%

Hortatory —65%

Culinary —40%

### *Working Conditions:*

Noisy. Crowded (in-laws underfoot). Husband (101) impecunious.

Carries heavy packages in all weather.

Expected to be on job 24 hours a day.

## Cost of Fringe Payments

Frank Rising, in Automotive & Aviation Parts Manufacturers bulletin 1531, reports that, on the average, members of that group of manufacturers "paid out more than 12½ cents per hour, over and above direct wages, for every man-hour worked in 1947." Following are preliminary figures based on the first 85 reports received:

|   | Average Cost (In Cents)<br>Per Manhour Worked<br>in 1947 | Number of Replies Showing Payments<br>In these Categories |
|---|--|---|
| A. <i>Vacation payments</i> (includes paid vacation and bonus in-lieu of vacation)  | 4.498¢   | 85 out of 85  |
| B. <i>Christmas or other special bonuses; profit-sharing payments, etc.</i><br>(does not include regular incentive or production bonuses which are a part of direct wages)  | 1.267¢   | 18 out of 85  |
| C. <i>Pay for holidays not worked</i>   | 1.902¢   | 51 out of 85  |
| D. <i>Payments to union officials for settling grievances or negotiating agreements</i>   | 0.169¢   | 48 out of 85  |
| *E. <i>Legally-required payments</i> (Old age and survivor's insurance, workmen's compensation, unemployment compensation)  | 4.845¢   | 80 out of 85  |
| *F. <i>Voluntary or agreed-upon payments</i> (Employers' share paid for pensions; life, accident, medical care, hospitalization, or sickness insurance; also non-insured payments for these purposes; separation pay) | 0.591¢   | (varies widely by subdivisions)                           |
| Grand total   | 12.27¢   | 85 reports  |

\* Employers' share only.

### Something Useful for Editors of Employee Magazines

A new and very useful service to industry is "Quotes Ending", which the publishers describe as "An Information Letter to Management on Employer-Employee Publications". The first issue appeared under date of June 1947, with this explanation; "Quotes Ending is a voluntary service of the American Association of Industrial Editors. Its purpose is to show how representative employee publications are handling major topics which have as their core the improvement of employer-employee relations. Topics covered are suggested by an advisory board of management representatives and an editorial committee of the Association." This mimeographed letter of five or six pages is issued monthly.

The members of the Management Advisory Board of QUOTES ENDING are:

George E. Whitlock, President, Mullins Manufacturing Corporation,  
Warren, Ohio.

John H. Eikenberg, Vice President, Revere Copper & Brass, Inc.,  
Rome, New York.

Paul K. Povlsen, Vice President, Motorola, Inc., Chicago, Illinois.

A. E. Mallon, Vice President & Treasurer, Pillsbury Mills, Inc.,  
Minneapolis, Minnesota.

Philip G. Wharton, Vice President, Atlantic Refining Company,  
Philadelphia, Pennsylvania.

C. W. Coker, Vice President, Sonoco Products Company, Hartsville,  
South Carolina.

### AAIE EDITORIAL COMMITTEE

The members of the Editorial Committee of QUOTES ENDING are:

Winifred Clifton, Acme Steel Company, Chicago, Ill.  
Morton Collins, Pabst Sales Company, Chicago, Ill.  
William M. Corwin, Southern States Cooperative, Richmond, Va.  
Amy I. Herdester, Warner Company, Philadelphia, Pa.  
Joseph A. Ignat, United States Automatic Corporation, Amherst, O.  
Charles N. Davidson, Stewart-Warner Corporation, Chicago, Ill.  
Paul A. Ryan, The Crosley Corporation, Cincinnati, O.  
Edward Salt, Youngstown Sheet & Tube Company, Youngstown, O.  
Charles H. Shear, The Trailmobile Company, Cincinnati, O.

Robert D. Breth is the Editor of "Quotes Ending", which is published from P. O. Box 7258, Philadelphia 1, Penna.

### Mystery

Editors have their troubles but so do business managers. Hardly a week goes by without some new mystery. Recently a postcard was received postmarked Pelly, Texas, and asking for the expiration date of PERSONNEL JOURNAL. It was signed "Sylvia Stern, Librarian", but we don't know what library, because we have no subscriber at Pelly, Texas. Will Sylvia please oblige with more dope? Thank you.

## Book Reviews

**JOB EVALUATION.** By Otis & Leukart. New York: Prentice-Hall, 1948. 473 p. \$6.65.

It is safe to say that this is probably the best all-around book on Job Evaluation that has been written. It is well organized, the 16 chapters being so planned that the various topics can be considered individually. As is usual in books of this kind, some chapters are better than others. Among the better ones are Chapter 2 which gives an excellent general description of the four different types of plans. Chapter 4, "Quantitative Systems", is one of the best descriptions of the various features of point plans that has been written and gives an excellent discussion of their desirable characteristics. The book is written so that it will serve admirably as a text but it will also prove to be an excellent reference book. A good index is marred only by having been prepared by a professional index worker who was not familiar with job evaluation. Consequently a number of things in the book, and about which most readers would be interested, can not be found in the index. Typographically the book is excellent and free from errors. There is a fine chapter on "Planning a Job Evaluation Program" which represents good thinking in human relations. It

emphasizes that job evaluation is primarily a personnel problem and not an engineering one, as so many mistakenly assume. There is a good chapter on the preparation of job descriptions and chapter 10, "Verification of Job Evaluation Ratings" (which relates entirely to the point system) is splendid. A small criticism is that the authors frequently use the word "techniques" where procedures or methods is intended. This however, is a common misuse in the personnel field, particularly by people with academic affiliations.

Unfortunately the portions of chapters 2, 9 and 10 dealing with factor comparison evaluation contain serious errors. In discussing this with Dr. Otis, one of the authors, it became apparent that the material from which this part of the chapter was drawn was incomplete. This method is not treated at all adequately. Another limitation of the book is that it deals almost entirely with wage jobs and gives very little space to salary jobs. However, the book is so good that, if all references to factor comparison could be blocked out, it would stand as probably the best one on job evaluation now available.

It is remarkable that, up to date, very little attention has been given to the important question of the reliability of job evaluation estimates. Apparently this book is the first to mention the subject but unfortunately the data presented is too meagre to be conclusive and the authors make the same error that Lawshe and others have fallen into, of trying to measure reliability of job evaluation by means of correlation.

On the whole however, it is a splendid book particularly with reference to point systems and the publishers are to be congratulated on it, considering how many poor books on job evaluation have been published. It contains a great deal of practical information that is not available elsewhere. This book should reach a wide audience.

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AMERICAN UNIVERSITIES AND COLLEGES. American Council on Education, 744 Jackson Place, Washington 6, D. C. 1070 p.

The fifth edition of "American Universities and Colleges" contains full information about 820 universities and colleges plus listings and briefer data of 1515 accredited professional and technical schools. The volume was compiled from information furnished directly by each institution, and includes the history of the school and its control; admission, degree, and general requirements; tuition and other fees; number of faculty in each subject field; library—number of volumes and notable collections; student aid—scholarships, fellowships, loan funds available; housing—especially facilities for veterans; finances—total endowment, current income and current expenditures; buildings and grounds—extent, value, and new construction; recent educational developments, administrative officers, etc. This first edition since 1940, contains two new sections of interest, one on veterans and one on foreign students. The number of foreign students, now over 18,000, has almost trebled since

1939. Published by the American Council on Education and edited by Dr. A. J. Brumbaugh, the volume is a must for students, schools and guidance workers.

**YOUTH-SERVING ORGANIZATIONS.** By M. M. Chambers. Washington, D. C., American Council on Education, 1948. 162 p. \$3.00.

The need for considering the returning veteran has changed the emphasis of many of the organizations serving youth today. This recent book lists over 250 associations whose objectives include character building, educational guidance, vocational placement and other practical ends. This is a third edition of the book edited by M. M. Chambers who was also the editor of the original handbook. Useful information about each organization is quickly found under the headings of membership, purpose, activities, staff and publications and finances.

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# PERSONNEL Journal

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## JULY

- 14-16 College Park, Maryland, University of Maryland.  
*National Office Management Association.* Office Management Institute. A. S. Patrick, Univ. of Maryland, College Park, Md.
- 21-24 Silver Bay-on-Lake George, N. Y.  
*Silver Bay Conference on Human Relations in Industry.*  
Wm. F. Meyer, Exec. Sec., 347 Madison Ave., New York 17.
- 22-24 Blue Ridge, North Carolina.  
*Southern Industrial Relations Conference*  
E. G. Wilson, Exec. Sec., 618 Walton Bldg., Atlanta, Ga.

## AUGUST

- 9-11 Denver, Colorado. University of Denver.  
*National Office Management Association.* Office Management Institute. Waldo Olson, Colorado Woman's College, 1800 Poplar St., Denver 7, Colo.
- 16-18 Los Angeles.  
*National Office Management Association.* Office Management Institute.

## SEPTEMBER

- 29-30 Lafayette, Indiana.  
*Purdue University*, in cooperation with the *American Society of Training Directors.* Conference on Industrial and Business Training.

## OCTOBER

- 17-18 New Orleans. Jung Hotel.  
*National Office Management Association.* Regional Conference and Office Equipment Exposition.
- 19-20 San Francisco  
*California Personnel Management Association.* 20th Pacific Coast Management Conference. Everett Van Every, Flood Bldg., 870 Market Street, San Francisco.
- 20-22 Cleveland, Ohio. Hotel Carter  
*Cleveland Personnel Association and Cleveland Chamber of Commerce.* Northern Ohio Personnel and Executive Conference. 400 Union Commerce Bldg., Cleveland 14.
- 25-28 Palm Springs, California.  
*Merchants & Manufacturers Association, Los Angeles.* Annual Personnel Conference. Chas. McKean, 725 So. Spring St., Los Angeles.

## NOVEMBER

- 4-6 Portland, Oregon. Multnomah Hotel.  
*Pacific Northwest Personnel Management Association.* Tenth annual Conference. A. C. Howard, P. O. Box 3618, Portland 8, Ore.

Here is an unusual plan that not only provides broad training for executives and supervisors but at the same time brings about free communication, both up and down the line. It has been used successfully on a large scale in a War-time organization and is now being applied in an industrial company.

# Communication and Training —The Tools of Supervisory Development

BY WM. J. EISENBERG AND CHARLES G. DONERLY

THE technological genius of American industry in the mass production of goods has made possible a standard of living that is the envy of the world. Operating in a highly competitive free enterprise system, it has served well the interests of consumer, investor and worker. However, the spectacular success industry has enjoyed in developing machines and methods to meet the demands of an ever-expanding economy makes more conspicuous its lack of success in dealing with the accompanying human problems.

These human problems have been aggravated, as industry has continued to grow, by the necessity of adding more links to the chain of authority. As each link was added the first-line supervisor found himself further removed from the core of management structure. As a result, doubts arose in his mind, and in the minds of his subordinates, that he was actually management at the work level. Consequently, in his quest for recognition and a sense of personal worth, he has seriously considered affiliating, and in some instances, actually has affiliated with an outside group.

Management has recognized in this situation a serious threat to its working relationship with its personnel. In an effort to obtain their goodwill it has provided many services, such as insurance plans, vacations with pay, recreation programs and pension plans. Unquestionably, such programs have a favorable effect on the employee. But, because the most influential means for gaining the cooperation of employees has been almost completely overlooked, the desired objective has fallen far short of accomplishment. Management did not realize that because the first-line supervisor interprets management to the worker, he exercises the greatest single in-

fluence on employee morale. Management should recognize that he must be allowed to participate more fully in the formulation of the policies he is expected to execute if the desired relationship with the workers is to be established. The wisdom of such a course of action is apparent when one considers that the first-line supervisor is the one who is in daily contact with the rank-and-file employee and knows far better than anyone else his point of view and thought processes.

#### RESTORE THE PRESTIGE OF THE SUPERVISOR

Therefore, it is apparent that management must devise more satisfactory methods of projecting authority through all layers of supervision to the first-line level, and by so doing, restore to the first-line supervisor the prestige his position enjoyed before industry's gigantic growth. Such a strengthening of the organization is possible only if all of the following five objectives are successfully accomplished and continuously maintained.

##### 1. *Effective Lines of Communication Must Be Established.*

The lines of communication between executive management through the various levels of supervision to the producing employee have stretched out beyond the limits of effectiveness. Those responsible for formulating policies and issuing directives must re-establish contact with those responsible for executing them and those to whom the policies and directives apply. As a result, executive management will rid itself of the overwhelming handicap of being deprived of constructive information the supervisory group is able and eager to contribute. Because much of this information represents the opinions and attitudes of the workers, it can be of tremendous aid in shaping new policies and in re-shaping existing ones. Very often it provides executive management with the key to the solution of production bottlenecks of which they are unaware when lines of communications are overreached.

##### 2. *Uniform Interpretation of Directives, Memoranda and Statements of Policy Must Be Assured.*

Failure of executive management to attain many objectives and goals is directly attributable to a lack of uniform interpretation by employees of directives, memoranda and statements of policy. Only a sound system of communications can assure uniform interpretation.

##### 3. *Supervisors Must Be Properly Motivated.*

There is a direct relationship between productivity and motivation. An effective means must be established whereby supervisors can participate actively in the formulation of company policy. This is one of the most effective means of confirming the supervisor's status as a member of management. To be deprived of this participation affects other basic motivating influences, such as sense of personal worth, sense of worthy group membership, and sense of security.

#### 4. *The Quality of Supervisory Practices Must Be Improved.*

Supervisors, in performing their duties, have not kept pace with the additional responsibilities imposed upon them by rapid organizational growth. A method must be devised to bring constantly to the attention of the supervisory employees the techniques of executing successfully such managerial duties as effective human relations, work simplification, on-the-job training, rating employee performance, handling the grievance procedure, inculcating "Safety-Mindedness", and many others.

#### 5. *Supervisors Must Have A Common Understanding Of Goals, Objectives, Duties And Language.*

Another problem to be overcome, stemming from the basic problem of communications, is the construction of a system through which supervisors can derive a common understanding of their duties. This system should enable them to acquire a common language of topics, such as creative thinking, motivation, work simplification, human relations and others. Without a common language, there cannot be a common understanding. Without a common understanding, there can be no common objectives and goals toward which every member of the organization should strive.

### HOW TO SECURE CONSTRUCTIVE ACTION

At this point the question arises as to how constructive action in the above five areas can be accomplished. Since the problem of projecting managerial authority to the first-line supervisor is primarily one of communication, many executives are prone to rush into a program of staff meetings at which current problems and plans for the future are discussed. Another approach is to issue memoranda and directives for distribution to employees. When circulating paper reaches unwieldy proportions, bulletin boards are pressed into service. Employee publications also are relied upon to carry much of the information to the operating employee.

Experience has proven these methods to be highly inadequate for the following reasons:

1. As the layers of supervision increase, the accuracy of information disseminated through staff meetings diminishes proportionately. In many instances, it is never conveyed to the lower levels of the organization. Frequently, the worker gives inaccurate information obtained through the "grapevine" to his supervisor, rather than the supervisor giving correctly-interpreted information to the worker. Thus, the prestige of this highly-important member of management is lessened.
2. Directives and memoranda circulated through an inter-office mailing system are rarely given sufficient consideration. When not ignored, there is no assurance they will receive a uniform interpretation by those sufficiently interested to read them.

3. Bulletin boards do not attract the attention of a very high percentage of the employees. They frequently become cluttered up with antiquated information and with notices of interest to a limited few, such as an announcement of a meeting of the Coin Club. Consequently, they fail as a medium to disseminate information of importance to a large group of employees.

Some other method, more reliable and more effective than the three mentioned above, is needed to re-establish and strengthen the two-way system of communication that must exist between the first-line supervisor and executive management.

#### A CONTINUOUS PROGRAM OF SUPERVISORY DEVELOPMENT CONFERENCES

A method for accomplishing this objective is to institute a continuous program of Supervisory Development Conferences, which provides a two-way system of communication while concurrently instructing supervisors in the techniques of discharging their duties effectively. Through this program, supervisors are given the tools needed to make their maximum contribution to executive management in transmitting accurate information concerning conditions at the operating level and intelligent recommendations to resolve current or anticipated problems that are likely to have an adverse effect upon production. They are enabled to serve their subordinates effectively by promptly conveying and accurately interpreting information emanating from executive management intended for operating personnel.

In many organizations in which staff meetings are conducted, undoubtedly there is communication between executive management and the first-line supervisor. However, this communication is apt to be limited to the mechanics of production, rather than the humanics, or it may be a one way system from top to bottom. Rarely do staff meetings provide a flow of information up the line from the operating personnel to executive management. For these reasons, it is essential that this program of supervisory development be administered by a central staff operating under the general manager or under the guidance of the Industrial Relations Department.

Normally, the individual conducting staff meetings is a member of a higher level of authority than those attending the meetings. As a result, the meetings usually resolve into a "telling" process. Those attending the meetings often are reluctant to make frank expressions of opinion in the presence of the higher-ranking supervisor who presides. Another major fallacy of a staff meeting program is that the number of different individuals conducting meetings make it highly unlikely that there is a uniformity of expression and interpretation of material presented. This is true particularly of statements of policy.

In this program of Supervisory Development Conferences, the supervisory groups are selected from a vertical cross-section of all departments of an organization, representing all levels of authority from division heads down through first-line supervisors. In order to encourage supervisors to speak freely in the discussion groups, they are not assigned to the same group with those who supervise them. In this way communication UP the line is assured.

## USE TRAINED CONFERENCE LEADERS

Conferences are conducted by trained conference leaders under the supervision of the individual charged with administering the program. They are selected on the basis of their skill in planning and preparing conference material and their ability to conduct a conference with an impartial and unbiased view. All conferences are preceded by a meeting of conference leaders in which they are instructed in the material to be presented. Direction is given in the correct and desired interpretation of any company policy, procedure or other information that is to be included in the conference discussions.

Discussion topics are originated by executive management whenever changes are contemplated in policies or procedures. Executive management outlines the proposed change to the individual in charge of the supervisory conference program. Conference leaders are instructed carefully in the proposal and a conference is built around it. It is then presented to each conference group in a manner designed to preserve the original intent of executive management. Very close supervision of the conference leaders assures uniform interpretation of the subject being discussed.

In addition to discussing topics dictated by the needs of top management, such as policies and procedures, reduction of waste, strengthening the safety program or other specific needs, time is also devoted to topics suggested by the supervisory groups. An integral part of each conference is given to instruction in and discussion of improved supervisory techniques. This plan avoids much of the resistance to training conducted according to the more usual methods, because supervisors are being given this kind of instruction along with an opportunity to discuss material that is naturally interesting to them. Examples of the training material used are as follows:

- A. Inducting the new employee
- B. Conducting on-the-job training
- C. Planning the daily work load
- D. Disciplining effectively
- E. Preparing reports to higher authority
- F. Exercising authority and meriting respect
- G. Company-Union contract
- H. Conducting conferences
- I. All other sound supervisory practices

## ADVANTAGES OF THIS PLAN

A program of Supervisory Development Conferences, conducted by a staff of specialists, as here described, has many advantages over a program of staff meetings in developing a well-integrated supervisory organization. These advantages are:

1. Because conferences are conducted by a limited number of conference leaders, uniform and accurate interpretation is assured of all information emanating from top management.

2. Complete coverage is assured of all supervisory personnel in the dissemination of information from executive management.
3. Since conference leaders are specialists in their field, the quality of conferences is insured. Supervisors are provided with professional examples of how to conduct departmental meetings to discuss specific application of conclusions drawn by the conference groups.
4. These conferences avoid the common practice of "shot in the arm" training programs because they offer continuous instruction and reminders in the application of sound supervisory principles.
5. Conferees recognize the impartiality of the staff conference leaders. Because any conference reports submitted by leaders to executive management will reflect group sentiment, and will not quote any individual member of the group, the conferees feel confident in freely expressing their views. As a result, supervisors know they may give free expression to their opinions without jeopardizing their position. Therefore, conference leaders are enabled to serve as "sounding boards" of the opinions and sentiments of the supervisory personnel.

At the conclusion of each conference series, staff conference leaders convene to prepare a report on the comments, reactions and points of consideration presented by a majority of supervisors. This report is transmitted to members of executive management, who gain from it a thorough knowledge of the working conditions, attitudes and morale of employees at all levels.

Where this program has been properly organized and whole-heartedly supported by executive management it has resulted in more effective communication, improved supervision, and a unified organization having a common understanding of objectives and goals.



Often we try to conceal our shortcomings by criticizing the other fellow. And the more we are at fault the louder we yell! This principle is well illustrated in the case of the complaining Union Committeemen at a large Detroit motor manufacturing plant.

# A Detroit Case Study in the Group-Talking Technique

BY KURT ANDERSON

THE first step in building a labor relations science is, according to Elton Mayo, "the patient, pedestrian development of first-hand knowledge", for "intimate acquaintance with facts gives rise to skill in handling them." After noting that "The present apparent aimlessness of the social sciences is due to the fact that few of the abstractions they use have been thus developed," he says:

"No sociologist or psychologist that I know studies an outbreak of wildcat strikes in the Detroit area with the intention of looking beyond the symptom to methods of better understanding and control".

This article was inspired by the Mayo thesis. Starting with a concrete labor situation which seemed to have possibilities of developing into another Detroit wildcat strike, the writer sought to get underneath the symptom to the underlying facts. Most challenging was the question of whether disclosing the facts would, as Mayo contended, lead to skill in handling them.

To drive home the points made by Mayo, let us ignore abstractions at this point and plunge immediately into the situation, uncover our facts and see where they lead us.

## UNION COMMITTEEMEN BLOW OFF STEAM

"You can't do business with supervision. The goddam company has ordered them to bust the union. And, by God, they're trying to do it."

That was the situation. Some 20 angry UAW-CIO committeemen from a large Detroit automobile plant had thus diagnosed their difficulty in handling grievances. The occasion was a weekly two-hour course in Collective Bargaining under Wayne

University direction, with the writer as instructor. In three previous weekly classes, the committeemen had begun their complaining about supervisory antagonism and unsettled grievances, supporting their charges with specific incidents. Finally, the matter was brought to a head when a supervisor allegedly turned a routine demotion of a "red apple" boy into an anti-union act by permitting this employee to keep his old rate on a lower-rated job. Worse yet, the supervisor was reported to have told the demoted employee that his misfortune had been brought about by the antagonism of committeemen who insisted that seniority be followed (as the contract required).

Feeling then became so intense that a conflict was threatened. It, therefore, became necessary to explore in some detail the labor relations problem which had developed in this plant. Moreover, the committeemen were inclined to pay scant attention to the techniques of settling grievances as long as they believed that supervisors had been instructed to ignore them.

How then tackle this problem? Obviously, if the Corporation and its supervisors were at fault something would have to be done with them. On the other hand, if this diagnosis was wrong, then, seeking a remedy in this direction might result in nothing more than a wild goose chase. The first step, therefore, appeared to be to take a broad view of the problem and to get as much information as possible.

A preliminary check showed that, by and large, most grievances in the corporation were being settled, since only a fraction of one percent were being referred to the umpire. Even more significant, the majority of umpire decisions were in favor of the corporation. This preliminary data, therefore, did not support the committeemen's diagnosis. Further investigation was called for.

#### THE NEXT STEP

Since the corporation's management and supervisors were not readily available for examination, the next step was to probe more deeply into the situation from the committeemen's own standpoint. Emotions being involved, it seemed advisable to seize on the best method known to those human relations experts, the psychiatrists and psychoanalysts; namely, that of having the patient talk (preferably via free-association) and to listen.

To secure this free and full cooperation of the committeemen it was necessary to gain their confidence by being sympathetic and not critical. A preliminary statement was made about the need of learning to work together in this atomic age, where the weapons of conflict are too powerful for practical use in settling differences. The committeemen were also told that if they were correct, then it would be necessary to find some way of dealing effectively with the corporation's management and supervision. But to do that, we would first need to know all the facts, for the facts might, perhaps, provide the necessary ammunition for dealing with management. Finally, it was pointed out that, since management and supervision had to

rely on the workers to get out production, it would be stupid for them to ignore the facts and thus unnecessarily antagonize the union, particularly since many of the grievances discussed were minor.

The committeemen were then invited to discuss their difficulties in settling grievances. No attempt was made to develop the facts logically. Only when a committeeman strayed from the subject of industrial relations was control exercised to bring him back.

### ANTI-CORPORATION COMMENTS

The committeemen began by heatedly continuing their criticisms of management and supervision. The important ones are given below in approximately the order made:

1. The company is determined to break the union and has, since V-J day, instructed its supervisors not to settle grievances and to use anti-union tactics.
2. Since the election of a Republican Congress, the anti-union activities of supervisors have become even more evident.
3. Supervisors ignore the contract and deliberately violate its provisions. Such action puts the Union in a bad light and causes much damage, even before the actions can be protested.
4. Supervisors frequently refuse to provide data necessary in processing grievances, e.g., health reports, time study reports, and wage rates.
5. To hamstring the union, supervisors deliberately try to shift the discussion of grievances away from relevant to irrelevant facts and arguments.
6. Supervisors try to embarrass committeemen by ignoring the content of the grievance and ridiculing errors in grammar, spelling and wording made by the workers.
7. Supervisors are engaged in a war of nerves against the union.
8. Supervisors carry out continual guerrilla warfare against the union. They specialize in harassing the weakest employees: those who are oldest, who have the largest families, who are in debt and who have the least seniority.
9. Supervisors naturally have an anti-union bias because they follow the NAM manual for supervisors.
10. Supervisors in the lower ranks fear to settle grievances if these are tough. Hence, only about one percent of grievances are settled in the first stage, the rest being referred to higher supervision.
11. There are too many supervisors; in fact, so many that they get in each other's way and confuse things.

## PRO-SUPERVISION COMMENTS

Having been given full opportunity to vent their hostilities against the corporation, the anger of the committeemen began to subside. Gradually and unconsciously, therefore, the committeemen began talking in a different vein. This started when one committeeman pointed out that sometimes supervisors can't settle grievances because they lack information at the first step of the procedure. This led to the following series of comments:

1. In many cases the supervisors can't answer the grievance due to the lack of necessary information.
2. Supervisors are reprimanded by superiors if they don't answer the grievances in the first step.
3. Some supervisors have said off-the-record that they are not permitted to settle many grievances in the first step even though they may want to.
4. There is some evidence to indicate that supervisors may be forming a union of their own, for they too have many grievances.
5. Some committeemen are able to settle grievances with their supervisors and find them friendly.
6. More grievances have been settled in the past year or two than in any similar previous period.
7. Supervisors are now settling more grievances in favor of employees than ever before.

## SELF-CRITICISM BY COMMITTEEMEN

By the time the committeemen began admitting that they were now settling grievances more satisfactorily than ever before, they saw that they had cut the ground from under themselves. It was natural, therefore, that they began looking elsewhere for their difficulties. The discussion took a radically different turn when one committeeman said that much of their difficulty was due to their own shortcomings. This led to the following and concluding series of comments:

1. Committeemen don't have time to write up grievances properly, to check the facts, to check records and umpire decisions, and so on, in the first step of the procedure.
2. Committeemen fail to clear grievances properly; hence, they frequently go through the grievance procedure without proper wording and unsupported by adequate data and argument.
3. In the past, the Union had a much more adequate steward system (instead of the present committeeman system), with more stewards and better organization, which facilitated the handling of grievances.
4. Grievances are not properly screened by international union officials; hence, many deserving grievances never get to the umpire.
5. Many grievances are properly thrown out by the screening committee because such grievances lack merit.

6. Committeemen frequently take conflicting positions on similar grievances.
7. Committeemen fear to cultivate supervisors and establish a good relationship because opposing factions in the union may claim that they are "sucking around" supervision and selling out the members.
8. One committeeman said he had no fear of the situation just described (in the preceding paragraph) because he discussed grievances with supervision only in the presence of the aggrieved employee and indicated which side he was on by keeping his arm around the employee.
9. Committeemen fail to prepare their arguments and data carefully before discussing grievances with supervisors.
10. Committeemen frequently fail to approach supervisors in a courteous and reasonable way, thus arousing antagonism unnecessarily.
11. The Union lacks a sufficient number of reasonable and competent committeemen.
12. Frequently the committeemen can't find the members of the bargaining committee with whom they are required to clear grievances.
13. Committeemen fail to master the provisions of the contract and therefore can't deal effectively with supervisors.
14. Committeemen fail to attend educational classes devoted to the contract and grievance procedure and therefore lack skill in performing their duties.
15. Committeemen don't get enough support from union members; hence, they lack confidence in dealing with supervisors.
16. Because union members fail to attend meetings, committeemen are like generals without an army and can't command the respect of supervisors.
17. The local union is too tight to spend sufficient money for an adequate educational program.
18. The educational director of the union can't function efficiently because he has to work full-time in the shop and can only devote leisure time to education.
19. Committeemen can do business with supervision if they proceed with confidence and a good case in a friendly manner.
20. The largest percentage of grievances filed are settled without the necessity of an appeal to the umpire.

#### THE UNION EXPERIMENTS WITH ROLE-PLAYING

To conclude the discussion one committeeman staged a scene in which he got another committeeman to play the role of a foreman while he took the part of a steward. First he demonstrated how the early stewards presented grievances in an antagonistic and demanding way, which resulted in yelling and argument without satisfactory results. Then he showed how an intelligent, up-to-date steward handles

the foreman by offering him a cigarette, commenting on the foreman's favorite topic, baseball, giving the foreman an opportunity to "hold forth," and finally by courteously and easily presenting the grievance, calmly presenting and refuting arguments, and thus satisfactorily settling the grievance.

### EVALUATING RESULTS

We are now ready to evaluate the procedure. The following findings seem justified:

1. By taking time to get the facts underlying the symptoms, it was possible to make a better diagnosis than the one originally put forth by the committeemen. In fact, the final diagnosis proved the exact opposite of the original one.
2. The new diagnosis prevented a wild goose chase after an erroneous remedy based on the original diagnosis. In other words it would have been futile to treat management and supervision when the committeemen were primarily at fault.
3. The treatment applied was that of listening while the committeemen discharged emotional tension by talking uninterruptedly for two hours. (This skill, usually called for in emotional situations, is widely used in human relations.)
4. Emotion distorted the committeemen's original thinking and prevented their seeing the whole situation.
5. Once their hostility was discharged by talking the committeemen became objective enough to see their own shortcomings. This was a most hopeful finding.
6. The facts finally uncovered pointed clearly to the correct remedies, which became obvious even to the committeemen. These were; training in the union contract, putting grievances into writing, and the courteous handling of supervisors. In short, the facts pointed to the remedies without the necessity of anyone exercising exceptional skill.

These, then, are the findings. That they clearly prove the Mayo thesis in this particular case seems obvious. It must be admitted, however, that *applying* the remedies presents formidable obstacles and requires exceptional skill, for example, in organizing appropriate courses, finding competent instructors, correctly evaluating the ability of individuals to absorb instruction, getting adequate union appropriations for education, and finding sufficient time for committeemen to attend the many necessary classes.

Finally, it should be noted that although the committeemen placed major blame for their difficulties on themselves, it is very probable that union members, higher union officials, management and supervision are not entirely blameless. For proper balance, then, they too must be "treated" and trained. While we still have a long way to go in human relations, we are on the right track, and there is much ground for hope if we can judge from the behavior of these committeemen.

Here is the second of a series that describes a method which enables the personnel department help the operating supervisors do a better job of placing, developing and reporting on their workers. It is essential in large organizations with scattered units and is adaptable even to small, compact ones.

## II. The Field Review Method of Employee Evaluation and Internal Placement

By GUY W. WADSWORTH, JR., Southern Counties  
Gas Company of California

**T**HUS far we have considered the broad requirements of employee evaluation and internal placement activity from the viewpoint of desired end results. The remainder of the discussion will be related to the immediate responsibilities that the personnel department must assume and methods it can employ to achieve the results in question. First, and most obviously, as a staff and service agency, there are certain activities that the personnel department itself must carry out. These are (a) rendering service to operating supervisors, such as locating candidates for job vacancies, whether inside or outside of the company, (b) guidance of the supervisors in the handling of their responsibilities for assignment of jobs, evaluation of employee performance, and personnel planning, and (c) coordination of the employee evaluation and internal placement activities of the various departments and sections of the company so that the organization as a whole will have a unified and balanced program for the effective use of personnel.

### LOCATING CANDIDATES FOR JOBS

Recruitment and hiring procedures, as such, will not be directly considered in this discussion. They are mentioned, first, because these procedures may figure directly or indirectly in any situation that involves furnishing candidates for job vacancies and, second, because they represent one of the services that the personnel department performs for the company as a whole that is closely interlocked with employee evaluation and internal placement activity. It goes almost without saying

that in recruiting applicants and "selecting the right man for the job," the personnel department properly acts primarily in the capacity of clearing eligibles for employment. Eligible candidates should then be sent to the operating supervisors who should exercise final choice and perform the act of conferring employment. There is no sound hiring system that thrusts any candidate for work down a supervisor's throat, so far as hiring from the outside is concerned. Sometimes the supervisor's choices may have to be restricted in internal placement, but that is another story.

In some instances the personnel department, by arrangement with individual supervisors, in effect, makes the final choice of new employees for lower level jobs and "hires" them without a supervisory interview. This arrangement may be acceptable (a) when the supervisor has "asked for it," based upon his satisfactory experience with the services of the personnel department, and (b) when it is not based upon an indifference on the part of the supervisor toward his responsibility for looking over new workers. Such an arrangement should not be forced upon supervisors who prefer to review their own candidates. However, the personnel department itself should not in any case pass up an initial review of applicants and turn them over to the supervisors sight unseen. There is no basis, even within the limited choices that prevail in a tight labor market, for failure on the part of the personnel department to carefully screen all candidates for employment, and to clear applicants only when there is some positive reason to believe that they can perform the work in the jobs that are being filled.

### PROMOTE FROM WITHIN

Before outside recruitment activity is started in connection with any vacancy, however, the personnel department should locate all suitable candidates who may be available within the company, and see to it that they receive consideration. Recruitment from the outside is in order only when qualified employees cannot be located within the existing force. Particular care should be taken to see that the higher level jobs are filled whenever possible by promotion from within the company. Even in the lower level jobs a vacancy may provide the opportunity to improve the assignment or prospects of some employee already on the payroll. Granted that this principle cannot invariably be followed, and that it is sometimes defeated by hard and fast seniority rules, it is nonetheless the keystone of good internal placement work. It should, of course, be added that in considering employee candidates for a vacant position, care must be taken not only in appraising their qualifications, but the strengths and weaknesses of staff in working units from which employees may be transferred to fill the vacancy must be taken into account.

Employee evaluations that indicate the particular duties which each employee performs well (or poorly) are essential to effectiveness in this phase of internal placement work. A process by which such evaluations can be developed will be described in detail later on.

An important feature of the general activity of locating candidates for jobs is



that of replacing employees who cannot be so assigned that their services are of real value to the company. The employee who does not or cannot pull his own weight is a liability both as regards his own work and the extra burden he imposes upon other employees.

The personnel department thus has a very direct concern in all terminations of service contemplated by the supervisor. Cases of poor performance should be analyzed for possible mis-assignments that can be corrected. When terminations are planned due to an existing surplus of satisfactory employees, such employees should be transferred whenever practicable to other units of the company where the staff is known to be weak.

#### GUIDANCE OF THE SUPERVISORS

The employee evaluation and internal placement staff of the personnel department in its dealings with the supervisors acts in the capacity of working consultants. Such staff must not only be grounded in sound employee evaluation and internal placement principles, but must likewise be qualified to assist the supervisors in applying those principles in actual situations. Situations which need attention at the site of work are best brought to light in individual cross-table contacts with the supervisors undertaken for the purpose of dealing with the placement problems of a specific working unit. There is little reason to believe that necessary applications of sound employee evaluation and internal placement principles will result from generalized discussion of the subject in conferences with the supervisors. Even when these applications are understood and accepted in principle, the supervisors are not necessarily inclined to transpose them into action. The best guarantee of results is to work directly with individual supervisors on actual employee evaluation and internal placement problems of the working units of which they are in charge.

#### COMPANY WIDE COORDINATION OF EMPLOYEE EVALUATION AND INTERNAL PLACEMENT ACTIVITIES

While employee evaluation and internal placement activity in the practical sense begins and ends at the work place, and necessarily entails dealing with the problems of individual working units, the personnel department has a responsibility for the employee evaluation and internal placement program of the company as a whole. Among other things this means achievement of a general state of balance in the assignments of the total working force which ensures a fair distribution of qualified staff throughout the company.

Individual supervisors naturally place primary emphasis upon their own personnel needs. They may be reluctant to give up competent workers even for the good of the company as a whole. One of the key purposes of a sound employee evaluation and internal placement job is to correct this attitude. This can be accomplished only by an order of procedure which progressively gains the confidence of the supervisor in the intentions of the personnel office as regards "proselyting."

It must be made clear to the supervisor that first concern lies in seeing to it that his own requirements are satisfied. This means that his key jobs are adequately filled and understudied, and that all of the jobs under his supervision are competently staffed. It is reasonable to discuss with him the requirements of other working units when it develops that the supervisor has a surplus of capable individuals for whom no really desirable assignment or promotion is in prospect. The same point may be brought home to him when the principle operates in reverse, in the supervisor's favor. This applies, of course, to instances in which the personnel department fills vacancies for him with qualified staff drawn from other working units of the company, illustrating the reciprocal nature of these transactions. It goes without saying that unless such exchanges of personnel are brought about by a uniform practice of give and take between working units no actual balance in the distribution of qualified personnel throughout the company as a whole can be achieved.

When the personnel department can encourage the necessary exchanges of staff between working units of the company by dealing individually with the supervisors, necessary results can be achieved informally. Supervisors may not be disturbed by an individual transfer which has been thoroughly discussed, even when they may take exception, on principle, to a company-wide activity that implies wholesale exchanges of staff. Therein lies the disadvantage of a mandatory placement policy that calls for company-wide transfers as directed by the personnel department. It is best, at least initially, to undertake coordination of placement activity on an individual, voluntary basis. Where placement staff finds through experience that certain supervisors, who have been given every opportunity to cooperate, fail to do so, it is time enough to require rather than request necessary action.

#### PERSONNEL DEPARTMENT MUST KNOW SUPERVISOR PROBLEMS

This brings us directly to consideration of the principal feature of the Field Review Method. The basic premise underlying this procedure is that the personnel department can adequately discharge its responsibility for guiding the supervisors in the handling of their placement problems and for coordinating employee evaluation and internal placement activities in the company as a whole *only as representatives of the personnel department become thoroughly familiar with the supervisors and their problems through personal contact at the site of work.* A corollary is that supervisors, like other people, will discuss a variety of problems much more freely in oral conversation than they will express themselves on the same problems in writing. This is an obvious departure from the tradition that the personnel department must deal at arm's length with the supervisors through the medium of written instructions, periodically required reports, or perhaps through occasional group meetings. It is submitted, however, that assisting someone else with a problem when you do not really know what the problem is, or trying to guide someone in a situation about which he knows considerably more than you do is a tall order. Accordingly the Field Review

Method is essentially a program of planned supervisory contacts undertaken to make the employee evaluation and internal placement job effective, and includes everything that ordinarily transpires in those contacts.

The personnel manager is, of course, responsible for use of the Field Review Method throughout the company, whether he applies it himself or delegates it to special placement staff. Included in this responsibility is decision regarding the level of supervision at which the necessary contacts should be established and maintained. In general, the supervisor who should be dealt with in applying the Field Review Method should be the one nearest to the jobs under consideration who has sufficient authority to make the necessary placement decisions. An individual who does not have this authority, even though he is called a supervisor, is not the person to see. On the other hand, an operating official who is located at a place remote from the site of work and who does not know the personnel situation on the job cannot supply the necessary information. This is true even in cases where an upper level supervisor insists on personally making decisions regarding employees concerning whom he really knows very little. The point in any case is to develop access to the job at a supervisory level in which the work and the workers are intimately known.

Where first-hand relationships with supervisors have not been established as a matter of course, any personnel situation demanding immediate attention can be used as an opportunity to establish necessary contacts with the supervisors. Requests to fill vacancies justify visits from the personnel manager or his placement representatives which can be used to develop fairly complete job information. Systematic follow-up on new hirings, undertaken to see how new employees are working out, may easily be turned toward discussion of the supervisor's entire working force.

The personnel manager, or his placement staff, bearing in mind that the objective is to have at all times a current picture of personnel requirements of the company as a whole, should coordinate field review activities so as to cover all operating units within the company at given periods, preferably at least three or four times a year.

#### KEEPING PLACEMENT INFORMATION UP-TO-DATE

Once the basic placement information on each working unit has been developed with the supervisors in charge, and once the supervisors have scheduled a tentative plan with respect to each employee on the force, the task of keeping the employee evaluation and internal placement job up-to-date can be accomplished by periodic contacts in which basic plans are merely checked and brought forward. The process of securing employee evaluation and internal placement information is thus accumulative. Contacts following the initial visit will be less detailed and time-consuming.

Field Review contacts succeed only as they are carefully planned in advance

with respect to a suitable approach, a logical order of inquiry and development of a specific plan of action for all personnel moves that appear in the offing in each working unit. This includes consideration of how to prepare for the contact, how to open the discussion, and how to lead the interview to a conclusion that puts the supervisor to work on the problems developed in the course of the discussion. A "canned" list of questions has its place at least in preparing for the Field Review contact, and sometimes in the interview itself. However, as the personnel man or his representatives gain some experience they will ordinarily vary the wording of the questions. It is, of course, undesirable to leave behind an impression of stilted conversation or that the Field Review contact was a planned inquisition. The preliminaries to the contact, and the opening steps of the interview itself are as follows:

### 1. PREPARATION FOR THE INTERVIEW

Before going to see the supervisor to secure employee evaluation and internal placement information regarding any given working unit, the personnel manager or his representative should gather together such data on the jobs and the personnel of the working unit as are available in the files of the personnel department. These usually include names of the employees in the working unit, their job titles, pre-employment test results (if any are in hand), and such information on their individual performance as can be determined from past conversations or past ratings. This merely amounts to getting a line on the jobs and on the employees of the working unit to the extent that the information on record provides it. The contact at the working level can then be undertaken with all of the information in hand which the personnel department would reasonably be expected to have. Such information also assists in planning the contact, and deciding how much time will be required to cover the ground.

### 2. GETTING INFORMATION DURING THE INTERVIEW

The interview at the work place will be directed toward certain specific objectives. First, it is necessary to give some reason for undertaking the interview itself. The approach may be keyed to some immediate request for new staff, or it may be based upon the desire of the personnel office to check the service it has been rendering to the supervisor, or it may be based on the desire of that office to get a line on the personnel situation in the working unit in general. Often the most direct approach will serve the best purpose. In any case there should be some introductory statement that will get the interview under way.

a. *Initial Questions.* Initial questions should deal with the current accuracy of the list of employees, and any other records which have been assembled for the interview. This is a necessary precaution in lining out the discussion and permits making any necessary corrections.

b. The next step is to find out how the jobs in the working unit are set up in

relation to each other. This means checking the organization chart of the working unit if one is available or sketching out such a chart if there is none at hand. The line-up of positions should be discussed to any extent necessary to get a clear picture of lines of promotion and how personnel moves are actually made in the working unit.

c. *Special Requirements.* In addition to determining how the jobs are set up, it is important to note any special requirements attaching to given job assignments that may not be apparent in the job title. These would be represented in any unusual working conditions, special emphasis on given operations, irregular hours, special overtime exactions, unusual workload pressure, etc.

d. *Job Design and Job Relationships.* To this point discussion will have developed a picture of the jobs in the working unit, of general relationships between one job and another and of any special requirements attaching to given jobs. It is, of course, important to find out if any changes, either in the total number or in the nature of these jobs, are contemplated, as such changes must necessarily be considered in studying the placement needs of the working unit. Another important point is to check the influence of the line-up of jobs itself upon qualifications which develop (or fail to develop) in performing the various jobs. For example, does experience in a given job actually prepare the employee for the next job up the line, or must such experience be supplemented by training? If there is a gap between the skills acquired in performing a job and those required in the next higher job, it should be noted and the training requirement should be earmarked and transmitted to the training staff of the personnel department later on. Likewise, instances in which experience in given jobs permits interchanges of staff from one line of jobs to another should be noted. "Dead end" jobs also should be noted. The point is to identify, within the line-up of jobs in the working unit, the cases in which the organizational location of the job conditions the development or chances for promotion of the employee placed on it. These steps will round out the information necessary to an understanding of the jobs themselves.

e. *Qualifications Required.* The next step is to discuss the abilities and qualifications that employees holding the respective jobs within the working unit should possess. The supervisor should be pinned down as definitely as possible with respect to the particular abilities needed in the performance of each job. The ability to perform any job will be determined to some extent by previous experience and training. The necessary kind and amount of experience or training should be reduced, if possible, to a standard that can actually be used in locating suitable candidates within the existing force, or in hiring new workers for the job. The same applies to age, sex, physical and other characteristics when discussing job qualifications.

It is not sufficient, however, merely to accept the off hand opinion of the supervisor as to what kind of qualifications are needed. Experience has shown that the supervisor in many cases will dream up arbitrary requirements which have little real

validity and which are, in fact, at marked variance with the qualifications of successful workers with whom the supervisor deals every day. It is best therefore to direct the discussion of qualifications to considerations of the experience, education, and other characteristics of employees within the working unit whom the supervisor regards as successful. This is accomplished by asking the supervisor to name an employee or two on each job who is making good. It can then be determined, as between one example and another, whether the supervisor's views on necessary qualifications are really consistent with the qualifications of workers whom he regards as adequate or perhaps highly successful. This will be important later on, because the selection of candidates for the supervisor can then take on the aspect of seeking out persons who are like the workers who have already made good, rather than searching for people with qualifications which have been, in effect, "picked off the ceiling."

### 3. RECORDING INFORMATION

The information developed in the foregoing steps should be noted down in some convenient form. The amount of necessary record keeping will vary with the size of the working unit, the number of different types of jobs involved, and the complexity of the jobs themselves. In a small company where the working units are small and few jobs are involved in each, a single sheet of paper may serve to record (in field note style) the line-up of jobs in each working unit. This may be an informally sketched organization chart with the job titles jotted in, with abbreviated notes necessary to supplement information not available with respect to any particular job.

In a large organization where there are many working units and many types of jobs, the record keeping can start with noting the job information developed in the placement interview, in longhand somewhere on individual field sheets. These notes, plus a sketch of the line-up of jobs in the working unit (whether the existing organization chart or one sketched out during the interview), will provide a satisfactory working record. This arrangement is basically simple even in a large organization.

These steps complete the preliminaries to developing employee evaluations and developing a plan for any personnel moves in prospect in the working unit.

*(To be continued)*

We all know that we learn better "by doing" than we do by reading or talking about something. The author applied this principle to teaching personnel administration, making use of "role playing", by which the students took parts and acted them out in front of the class.

# Teaching Personnel Administration by Role Playing

BY HAROLD WOLOZIN, New York University.

ANY teacher, especially one of an "applied" subject like Personnel Administration, is faced with the task of imparting a working knowledge in 50-minute sessions in cloistered class rooms. The problem is more difficult when the students are asked to act out the solutions to their problems as if they were in a real situation. To accomplish this the author has developed, in his Personnel Administration course at New York University, a teaching method which not only is giving students actual practice in handling work situations, but is giving them a first-hand understanding of the complexities of group relations, which is the key to the successful handling of work groups. Thus the program is a double-barreled one, combining practice as personnel administrator in analyzing actual cases, with the experience of being part of a work group. The program will be best described by a step-by-step account as it was developed. Owing to lack of space, many details will be treated briefly.

Believing that one of the essentials for competent personnel administration is an understanding of human relations within an organization, the first aim was to give each student some practice in this difficult art. To accomplish this, the class of sixty students was divided into ten work groups of six each. This was done by blocking off a square of sixty seats in the classroom; and after students had seated themselves, each of the ten rows was numbered. This gave ten groups, each with its own identity. The student of course was a member of his group for the rest of the semester. He was separated from his friends by the expedient of arranging the groups vertically by rows, whereas friends had chosen seats next to each other.

The student was now immediately confronted with the necessity of adjusting himself to a new and strange work group. Thus was set the framework for the experiment, but just giving six students the same number accomplished little. The



main problem was what to do with the groups in order to accomplish the aim of giving the student living experience in being part of a distinct work unit and understanding its dynamics.

#### DEVELOPING THE FEELING OF BELONGING TO A GROUP

So the first aim of the program was to give the student this feeling of belonging to his work group. In addition, he had to be shown that not only was the individual dependent upon his fellow workers, but that the members were dependent upon the individual. Several means were taken to accomplish this. First the group was *not assigned* but asked to *select* a research project in personnel administration and then to break it into six parts, one for each member. Types of project available dealt with wage policy, incentives, services, profit sharing, discrimination, time and motion study, interviewing, and the like. Each student was to be graded individually on his paper but there was to be submitted a group summary which was also to be graded. The final grade for each student was a composite of the individual and the summary grade. Each group was to choose its own leader who was to exercise minimum control. The leader was thus not imposed on the group but rather was their choice, democratic administration being stressed in the course. Projects were then chosen and approved by the instructor and a final deadline was set for submitting the project. Time was also set aside each week for a meeting of the group. At this meeting each member was to submit a progress report and problems were to be threshed out by the group.

It does not take much imagination to visualize the work problems encountered. The success of this part of the project, however, depended on the students becoming aware of the working of the group and its reaction to situations arising from within and without the group. This awareness had to be in part stimulated and guided (although indirectly) by the instructor. This was not easy and many difficulties arose. A case in point was the tendency of the individual to break away from the control of the group and appeal to the instructor for support. The obvious thing to do was to send the individual directly back into the group for solution of his problem. Thus, through joint work experience and firm pressure by the instructor each group gradually assumed an identity and became a living experience. It was surprising to what extent cooperation and good feeling developed.

#### AN EXTENSION OF THE CASE METHOD

From this plan evolved the second and what proved to be the most fruitful innovation of the training program—group participation in analysing and interpreting illustrative cases. What came about was a new extension of the case method of study used so successfully at the Harvard Graduate School of Business Administration. But as will soon be evident, what was developed was more than a mere variant of the case method of study. It was the linking of "role playing"—the role of personnel administrator—to the use of actual case histories. This, however,



could only be done successfully by means of groups. And the results far exceeded the usual class accomplishments. This group handling of cases must be described. First the class was thoroughly grounded in the elements of personnel administration and the handling of cases. Then illustrative cases were assigned each group,<sup>1</sup> which in turn came to the front of the room, sat around a consultation table and discussed the case assigned.

One of the six students in each group was chosen to be the chief personnel administrator, while the rest were to be his staff. Each member of the group was to be graded for his participation and performance. The chief personnel administrator was to prepare the notes for the discussion, using prepared questions which followed each section of the case, and the staff was to be prepared to discuss the case as it demonstrated correct or incorrect application of the topic under consideration. The personnel administrators discussing the case were seated before the class, which was instructed to regard itself as a group of consulting and participating personnel administrators, free to voice opinion on any point in discussion.<sup>2</sup> The instructor was also an advisor participating with the class, which of course gave him indirect control.

#### THE STUDENTS WERE ENTHUSIASTIC

The way in which the cases were handled by the groups and the active participation by the class more than exceeded the author's expectations. Students appeared not only to like playing the role of personnel administrator but showed amazing capacity for mature application of principles emphasized in the course. As one student stated, "I really felt as if I was handling an actual case".

Another felt elated because he was "really doing original thinking" instead of "just repeating textbook principles". Most important was the amount of intense concentration over extended periods. A pleasant by-product was the unusual number of students who were drawn out and showed leadership qualities previously unknown to them.

This method of teaching personnel administration promises to overcome many of the difficulties of teaching a subject which lends itself better to "doing" than to mere classroom lecture and discussion. By this method the student learns the dynamics of the behavior of work groups of which he usually has no awareness until he goes to work after graduation. He is given a live demonstration of cold textbook observations. But most important, through the use of role playing by the group, a new method of case study applicable to a large number of students is provided.

<sup>1</sup> The basic text for the course was *Personnel Administration: A Point of View and a Method*, by Paul Pigors and Charles Myers. McGraw Hill, 1947. In addition to providing the cases for analysis it was invaluable in acquainting the students with the basic principles of the method used by the class.

<sup>2</sup> Role playing was introduced to the class by the instructor who with students acted out demonstration interviews.

There is so much reading matter coming to the desks of personnel workers these days that much of it must go unread. The trained Industrial Librarian can help with this problem by abstracting valuable articles and books for the attention of busy executives.

# The Company Library

By MARTHA E. SCHAAF, Eli Lilly and Company,  
Indianapolis.

WHAT information do you have on multiple shift operations?" "Send us materials on profit sharing." "How shall we maintain an information file for subjects of interest?" These are examples of requests which come to the Company Library from the Personnel Department. Yes, the librarian welcomes such inquiries; they are her opportunity to put her knowledge to use, and to keep posted on her clients' interests.

Many companies are aware of the advantages of supplying their staff with business and technical literature, through a professionally organized company library. A personnel administrator recently remarked, "There is so much being published today that I cannot keep up with my reading." Like the personnel administrator, the librarian must have specialized training and experience in dealing with people as well as with the materials of this profession.

The library at Eli Lilly and Company issues about 40 business abstracts each week covering such fields—besides personnel and labor relations—as Economics, Foreign Trade, Industrial Lighting, Materials Handling, Applied Psychology, Salesmanship, Aptitude Testing, Drug Laws and Pharmacy, to mention only a few. These are printed by Ditto on paper strips 5 x 13 inches. Perforations divide each strip into four 3" x 5" cards, each one containing an abstract. A pad of strips is sent to each interested member of the organization with an invitation to borrow the original article. The last 3" x 5" section of the pad is an order blank. All the 3" x 5" sections are perforated so that the recipients can save any that are of interest for future reference. The size and style in which they are written facilitates filing.

Figure 1 shows how one of these abstracts looks. This particular one refers to an editorial by Guest Editor Alexander M. Lackey which appeared in *PERSONNEL JOURNAL* for May. It was the most popular abstract of that week.

Abstracting of current literature and issuing "Abstract Bulletins" to company personnel makes available a variety of information in brief form. This results in

better use of the journals, books and pamphlets which come to the Company. Those to whom the PERSONNEL JOURNAL is normally routed have an opportunity to scan articles briefly for more careful reading later; but articles of such general interest as "We Conducted Our Own Secretarial Class" which appeared in PERSONNEL JOURNAL for May, are announced in the abstract bulletin to those who may not otherwise see the Journal. Likewise, such periodicals as MILL AND FACTORY are of interest to members of the personnel department for articles such as the series entitled "The A B C's of Personnel Administration", which appeared in issues from September 1947 to February 1948. For future reference, these articles are readily located through a card index which anyone can prepare from the 3" x 5" abstract slips. Standard reference services such as *The Industrial Arts Index* and *Public Affairs*

#### Business writing

Lackey, A. M.

The new look in language

Personnel J., 27: 4-5 May 1948

Criticism of "overstuffed" business writing, which is use of redundant words and phrases to convey a simple thought. Samples of verbal furniture: Significant contribution.—Pattern.—Technique.—At the level of.—Contact.—Philosophy.—In terms of.—Approach.—Concept.—Functional.—Reflect.—Picture. "This overstuffed language gets in the way of the man who wants to understand what you are saying."

M. S.

1/5/14/48

FIGURE I

*Information Service*, both of which index the PERSONNEL JOURNAL, are thus supplemented by the library's subject file. This provides more intensive coverage of the company's special interests.

The personnel administrator must know the company processes and products. He must have at his fingertips a variety of information on subjects other than his own. Labor relations, training methods and wage trends are routine interests, but new subjects are crowding his desk. What material in these fields will be useful? Who are the authorities? How extensively should the sources be tapped? What are other companies doing? Though the librarian does not profess to be an authority in all these many subjects, she can help.

The librarian occasionally seeks the information outside the library. Associations, consultants, university services and other libraries are reached through directories and other volumes such as *Special Library Resources*, which are at hand. *Business Information Sources* published by the Cleveland, Ohio Public Library and

*Business Literature*, issued by the Business Library, Newark, New Jersey, are guides to business and management publications. *Selected References*, of the Industrial Relations Section, Princeton University, and bibliographies such as *A Reading List on Business Administration* of The Amos Tuck School of Business Administration, Dartmouth College, Hanover, N. H., are additional guides. Other widely used sources are the publications of the National Industrial Conference Board and American Management Association.

As a liaison agent within the company, the librarian often pools information and makes it available to many departments other than the few particularly interested. Many administrators are concerned with decentralization today. From various departments come requests for material on this subject. The plant layout men, engineers, and management are interested. The librarian who is aware of such a trend can steer the inquirers to those who have already studied such a problem, coordinate the materials available and avoid their unnecessary duplication.

#### A GOOD LIBRARY WILL BE USED BY ALL

Whether the library is organized as a service of the Industrial Relations Department, or under Administration or Research, sooner or later all will call on it. The logic of its establishment is determined by its use, and the personnel administrator is often the first to realize the need for such an information source. As an interpreter of the organization chart, his judgment is based on his knowledge of the various functions; of how each segment of the entire productive process fits into the complete operation of the company.

Many administrators, when considering the establishment of a library, have called on the professional group which represents libraries in business and research organizations. The Special Libraries Association, with headquarters in New York City, advises and offers professional placement without charge. As the pioneer in building business and technical libraries, this group has sponsored the publication of source materials and methods, which are the means of "Putting Knowledge to Work", the Association's purpose.

Those who study and work with the human element realize that knowledge alone is not power; only when facts and principles are applied are they of value. And the company library shares in encouraging their effective use.

## Editorial Comments

### How to Achieve Cooperation Between the Supervisor and the Personnel Manager

Every supervisor must get results through people. Therefore, there is no clear-cut line between a supervisor's personnel duties and his responsibility for getting out the work of his department, area or section. It has been well said that "every supervisor is a personnel manager so far as his own work force is concerned."

In a company large enough to have a personnel manager, his duties and those of the supervisor are closely related. The personnel manager performs a service function for all supervisors. He covers personnel functions which have company-wide application. It is his duty to see that employee relations policies are uniformly applied and correctly understood throughout the entire organization by all supervisors and workers. It is impossible to establish good employee relations unless individual supervisors do a good job in their day-to-day contacts with workers.

Unless there is close understanding and cooperation between supervisors and the personnel department staff, the prestige of individual supervisors can easily be broken down. Tactful personnel people will always work through the supervisor rather than "over his head" to employees. At the same time, supervisors should avail themselves of the services which the personnel department can perform for them. The main thing is that the personal contact with the worker be maintained by the supervisor, as he is the one who must get work-results from the employee. Therefore, all the things which can be done for employees to improve their loyalty and appreciation for company services should be done through the supervisor. He can turn the good-will of the employee to advantage in getting better quality work in greater quantity.

The personnel department can serve as a consulting department on human relations problems, since the personnel manager is a specialist in such matters. He keeps up-to-date on labor laws and their application. He keeps posted on the best personnel practices of other companies. He can be of great help to a supervisor who will make use of the services which the personnel manager and his department are prepared to render.

Today a supervisor's personnel functions are just as important as any function he performs. In fact, unless he does his personnel job well, he is not likely to get good results through the people he supervises. Mere technical knowledge about the work supervised is not enough to insure successful supervision. Equally important is the supervisor's skill in getting along with people and in moulding their thinking.

One of the problems of the modern industrial company is to make sure that labor policies are consistently carried out in every division and department of the organization. A mistake in one department may affect all the departments. Workers expect the company to apply privileges, benefits and policies uniformly. The personnel manager has a definite responsibility to work with supervisors to

make sure that consistency in dealing with workers is practiced throughout the entire company.

Neither the personnel manager nor the supervisor can do the other's job. Together they can build better employee relations.

GLENN GARDINER.

## Organization Planning as a Personnel Responsibility

The functions assigned to the Personnel Department in nearly all businesses are about the same, most of them dealing with the employee-employer relationship. It would appear, however, that one important function has gone unmentioned: the responsibility for organization planning.

Organization planning includes the segregation of the various functions of the business and the assignment of these functions to the proper departments; the definition of lines of authority and responsibility; the preparation of organization charts, and job and position descriptions to further explain them. Of course, as in all personnel work, the primary responsibility for setting up the organization lies with top management, but in its staff capacity the Personnel Department can help greatly in organization planning.

Almost without exception, selection, placement, and wage and salary administration are functions assigned to the Personnel Department. In working with these functions, personnel men frequently uncover organization defects. It is not unusual to find somewhere in the organization, lines of authority so "fuzzy" as to put the worker in the position of answering to two or more superiors. Neither is it uncommon to find a situation where more than one department assumes responsibility for handling all or part of the same function.

Where personnel problems are created by poorly defined responsibilities and lines of authority, an effective personnel manager can often do something to correct the situation. It is for this reason that we suggest that personnel men should know as much as possible about organization work. There is a considerable literature on the subject which should be studied. The Personnel Manager should, for instance, have a good idea as to whether or not the function of quality control belongs in the production department or the sales department or neither. He should have a clear understanding of the difference between line and staff and service functions. If he does, he will have the opportunity of assisting others in the company who are confronted with organization problems. He will be more effective in carrying out his other personnel assignments. On the other hand, if the personnel manager has no idea of organization planning and feels no responsibility for it, he will face some purely personnel problems which he cannot solve. His failure to solve them will be because the organization, rather than the individual, is to blame. In such failure, he loses the confidence of his associates.

It is not uncommon to hear personnel men complain that the status of the Personnel Department is inadequate. Sometimes the reason for this is because the personnel manager does not understand organization work. Perhaps he has been unable to demonstrate that the Personnel Department should be accorded status similar to that of the production department, the sales department, or the other main divisions of the business. If he has been unable to make this point, it is more than likely that he has failed to show that the functions assigned to the personnel department organizationally are as important as the functions assigned other major departments.

Someone will point out that organization planning should be assigned to an industrial engineering group. We have no fault to find with this thinking except to add that before the recommendations of the Industrial Engineering Department are put into effect, they should be checked with the Personnel Department. If a company is not large enough to have an Industrial Engineering Department, then the responsibility for this organization work should be placed in the Personnel Department.

The best personnel program will be made ineffective if the organization planning is poor. Personnel men should know as much as possible about this aspect of management. They should point out to top management those areas in the company where organization defects exist and they should present solutions. Unless he concerns himself with such problems the Personnel Manager's program will be less effective than it should.

BRYANT H. PRENTICE, JR.

# The Editor Chats With His Readers

## "So You Want A Better Job"

"So You Want a Better Job" is the title of an amusing but useful little book issued to new employees at Socony-Vacuum Oil Company, New York. It was written by Paul W. Boynton, Supervisor of Employment and makes use of some of the ideas contained in his book "Ways To Get A Job", published by Harper and Brothers in 1945. On the cover is an illustration showing a ladder reaching up into the sky with earnest young men climbing it. The first illustration inside the page is of a young man at his desk just starting to work, with two bosses standing in the door watching him. Under the picture is this caption "Just one rule—do everything you have to do better than you have to do it. But, of course, that oversimplifies the process. There probably is no one rule, although this one looks pretty good."

"Reasons For Discharge or Not Getting Promoted", by H. C. Hunt, Meriden, Conn., was the result of asking 76 corporations the reasons for discharge or failure to be promoted. The rest of the book follows the findings of this table, which points out that 90% of the reasons for discharge and 76% of those for which promotion was not given are character traits rather than specific skills. This is hammered home on the next page with the help of an illustration of a young man in a blue suit and a red necktie, with his feet on the desk and a large pile of unfinished papers. Similar amusing sketches illustrate some of the other characteristics which are the cause of discharge or non-promotion. Altogether this is one of the most striking little books with a message that has come to light in a long time. Most of the material which companies give to new employees is pretty dry stuff and much of it is written with no awareness of "the art of plain talk" as expounded by Dr. Flesch. The text and illustrations of this little book are so appealing that I read it through from cover to cover before I put it down. So will you. And so, I think, will the new employee for whom it was written.

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## Open House

"Industry Holds Open House", is the title of a recent study by the National Industrial Conference Board. According to this survey "open house" programs are more frequently encountered in larger companies than in smaller ones. Seven per cent of about 3,500 companies say that they are now conducting "open house" programs. Occasions for holding such programs are varied and include the completion of new buildings or plants, company anniversaries, or other special events. Many of the programs, however, deal with no particular event but merely represent a desire to have the employees and their families and friends become better ac-



quainted with the company. The attendance at these open house meetings is usually very large and attests to the interest which the employees, their friends and the community have in the plants and other businesses in the neighborhood.

### Another Look at the New Look

A recent editorial, "The New Look In Language", by Alexander M. Lackey, has attracted a good deal of attention. Martha E. Schaaf, Assistant Librarian at Eli Lilly & Company, Indianapolis, whose interesting story of their company library appears in this issue, writes, referring to Mr. Lackey's editorial, "This was the most popular of abstracts". Mr. S. B. Willard, Personnel Manager of Nutrine Candy Company, Chicago writes,

"I would like to utter a very loud amen to the editorial "The New Look in Language" in the May issue just out. A broad vocabulary is very important (we are told), but a little breadth of common sense in using it is needed if the writer or speaker expects to be respected.

"The usual order seems to be—"when you can't think of anything worth saying, bluff them with pedantic phrases". So many sentences composed of "stuffed-shirt" words simply sound big, but when reduced to size say little. How can all this ostentation be stopped?

"Certainly Mr. Lackey's editorial is splendid and is timely. May there be a widespread movement of indoctrination in the proper use of language. It is a choice between shaggy thinking or clear thinking."

Not all the comments were so appreciative. Mr. Paul V. Barrett, Manager Personnel Department, The Ohio Oil Company, Findlay, Ohio, advises Mr. Lackey to take his own medicine. He says,

"Dear Mr. Hay:

"I should like to suggest to you that you ask Mr. Lackey to re-write his own critical article appearing in the last issue of "Personnel", in which he extols the use of plain English words, and that in doing so he endeavor to eliminate the overstuffing.

"Compare the two following quotations from his article: Every effort should be made to effectuate all discharges while employees are on the active payroll. Apparently all the traditional dignity of our language cannot stop the expansion of this verb of simple tactile action into a sort of hydro-matic transmission for all kinds of human intercourse.

"What is it the psychologists say about seeing in others the faults of which we are most guilty?"

### Personnel Courses

The latest catalogue of General Motors Institute has just come to hand. This is an 88 page booklet describing the cooperative educational program conducted at

the Institute of the General Motors Corporation. The three principal programs of the Institute are a four-year engineering course, a four-year course in business administration and a two-year course for General Motors dealers. All of these courses are partly at the Institute and partly guided programs in the plants of the Corporation, or in the case of the dealers, a program at work and at the dealerships of the Company. In a summary of the catalogue Mr. Harold B. Baker, Chairman Business Administration Division of General Motors Institute writes as follows—

Dear Mr. Hay:

In the May issue of the Personnel Journal, I noted your listing of colleges which offer courses in personnel management. I thought you might be interested in hearing of a special program in this field of work.

General Motors Institute offers a program providing specialization in Personnel. It is a unique program in that it is aimed at the preparation of young men for work in the Personnel Department of the Divisions of the Corporation. It is not open to students other than those who are sponsored by these Divisions with the specific purpose in mind of their getting into this type of work in their plants.

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From the Federal Reserve Bank of Dallas comes a letter written by A. C. Michaelis, who says,

"In the May 1948 issue of the Personnel Journal, I noted with interest a list of colleges offering courses in Personnel Management. I thought perhaps you might be interested in the fact that Southern Methodist University, School of Business Administration, Dallas, Texas, has established a department of Personnel Administration.

"Courses cover Personnel Policy, Job Evaluation, Employee Rating, Elements of Supervision, Employee Morale, Collective Bargaining, courses in psychological subjects and many more. The department is under the supervision of Dr. A. Q. Sartain. This new department was set up after consultation with many personnel directors in the local area. Many of these personnel men are teaching courses in the evening so that both the theoretical and practical side of personnel work can be offered to the students.

"Southern Methodist University is offering a BBA degree in Personnel Administration upon completion of all the required courses."

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### List of Articles on Personnel Subjects

Library Accessions Bulletin No. 51, dated May 1948, is a list of publications received in the Industrial Relations Section of the Massachusetts Institute of Technology. It refers to more than 150 books and magazine articles under 31 different headings. In the case of more important references there is a statement indicating the nature of the material in the article referred to. This is one of the most thorough

and useful reference lists published anywhere. A few of the 31 headings are—Absenteeism, Labor Turnover, Labor Management Act 1947, Job Evaluation, Interviewing, Employee Testing, Industrial Health, and Safety.

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### Peacetime Military Service Policies

The National Industrial Conference Board has just issued a survey covering the practices of 921 companies on peacetime military service policies. They report that 85% of these companies have adopted definite policies which include military leave for salaried employees and for wage earners, lengths of leave granted, compensation practices and other details.

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### Attitude Measurement

The Industrial Relations Section of Princeton University issues lists of references from time to time. The latest is number 21 dated May 1948 and is a list of selected references on "Measuring Employee Attitudes." It contains 21 references including a brief outline of the subject matter of the article or book referred to. The price, date and name of publisher is given in each instance for convenience in ordering. Copies of this bulletin No. 21 may be obtained for 10¢ from Industrial Relations Section, Princeton University, Princeton, N. J.

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### Service By Personnel

Mr. Robert P. Collins, Director of Personnel, New Departure Division, General Motors Corporation, sends a four-page illustrated leaflet "Serving our Employees Through the Personnel Department". The center two-page spread is a large organization chart showing all of the functional divisions of the Personnel Department at New Departure. The chart applies to the three New Departure plants; at Bristol and Meriden, Conn. and at Sandusky, Ohio. At one side of the chart is an explanation of the purpose and functions of the Personnel Department.

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### The Last Word on Labor Disputes

PERSONNEL JOURNAL for April quoted Frank Rising, in "Memo to Management" of the Automotive & Aviation Parts Manufacturers, Inc., where, after showing with figures how great a reduction in strikes had taken place since the Taft-Hartley Law was passed, chided the President for saying in his veto message that the Law would cause *more* strikes. I had tagged on a remark, "But Frank, is this only the lull before the storm?" Now here is a letter from Frank—and without any "last word" of mine tacked on to it!

April 28, 1948.

Mr. Edward N. Hay, Editor  
The Personnel Journal Inc.  
Swarthmore, Pa.

Dear Ned:

I saw this in your magazine, and started to write to you, and then thought: "No, Ned has the advantage because he can (and does!) always get the last word in print . . ."

Then, the clipping came in the mail. So here goes:

Your query about "the lull before the storm" doesn't mean anything, that I can see. If it *is* a lull before a storm, and lasts for a couple of years, or ten years, or nine months, or whatever, it still is a period of more economic stability, isn't it?

If there is a "storm", the next question to be answered is what kind? If you have a storm which is less damaging than the storm of 1946, have we gained ground? If the storm is worse, who is to say for sure that it is made worse because of the present law?

All such wonderment involved in your query is idle, I think. The facts are the facts. Look them over. What kind of argument can you raise, or base any validity in, which dreams of the future and ignores the record?

There *is* a record. Why discount it? Four months more have gone by since I wrote that statistical recap., and still the record is one of great stability, comparatively. I mean comparisons which go back thirty years, too.

Now—don't turn this into an opportunity for the editor to have the last word . . . it is my turn.

Best regards,  
Frank

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### Another Labor-Management Committee

Seattle is the latest city to organize a joint committee of labor and management to reduce the number of work stoppages arising from labor disputes. The Preamble to the Charter of the new committee reads as follows:

"The representatives of Labor and Management in the City of Seattle participating herein believe that the effective functioning of the collective bargaining process is fundamental to the continuance of a free economy. If labor and industry fail to solve their own problems, the government tends to step in and prescribe by statute and directive. And government, when settling disputes through coercive powers, tends to establish rigid rules and regimented procedures which, although better than chaos, are inferior to free collective bargaining.

"In order that industry and labor may resort to some noncoercive means for the harmonious settlement of their disputes and may receive the aid of representative citizens who are actively interested in both Labor and Management in solving their problems, a Seattle Labor-Management Committee has been created."

The Seattle Chamber of Commerce has been active in promoting the formation of the new Seattle Labor-Management Committee.

### Employees Want to be Proud of Their Company

John J. Corson, circulation director of The Washington Post, said in a recent talk to the Washington Personnel Association,

"It may be more important to tell employees those facts which give them a sense of accomplishment than to try to instill in them a sense of security. Some employers put much emphasis in their reports to employees on security—the permanence of the business, regularity of employment, severance pay and retirement provisions. Perhaps they overestimate the importance of security and miss a bet by not doing more to make their workers proud of their accomplishments. If employers feel they can't tell employees about the business itself they can at least brag about the excellence of its product and its progress. They may be surprised that employees not only are interested but do better and more willing work for the knowing."

### About The Authors

*Dr. Wm. J. Eisenberg* is Training Director for a large manufacturing company in the East. During the War he was Training Director and then Personnel Director at the Philadelphia Signal Depot where the training plan described in this issue was used on a large scale. Previously he had been Principal of a secondary school. His Bachelor's degree is from Shippensburg Teachers College and Masters and Doctors degrees from Temple.

*Charles G. Donerly* was a personnel trainee at General Motors where he had a varied experience. He is now a training assistant to Dr. Eisenberg. He is a graduate of Rutgers University.

*Bryant H. Prentice, Jr.*, has been in personnel work since his graduation from Rollins College in 1937. His experience includes service as Personnel Director for two shipyards and an aircraft manufacturing company before joining the staff of his present employer, Kraft Foods Company.

*Kurt Anderson* is a labor consultant and at present is conducting training courses not only for foremen but also for shop stewards and committeemen. He has a Masters degree from Cornell in Labor and his experience includes relief work and service with NLRB and Wage and Hour. The story he tells in this issue deals with experiences in handling grievances in one of Detroit's largest automotive companies.

*Martha E. Schaaf* is a graduate of Indiana University and of the Columbia University School of Library Service. She has had a varied experience in pursuit of her hobby, which as she says, "is getting people and books together." This includes organizing the library of the Joseph Bulova School of Watchmaking.

*Harold W. Wozin* teaches personnel administration at New York University and has also taught at the Columbia University School of Business and at the College of the City of New York. He served in the Air Force as a staff historian and is a graduate of Tufts College. He is now working for his doctorate at Columbia University.

*Glenn Gardiner* is one of the recognized leaders in the personnel field. He is now Vice President of the Forstmann Woolen Co. and President of the New Jersey State Chamber of Commerce. He is the author of more than twenty books and many articles, the best known of which are on Foremanship. His career includes working as laborer, foreman, superintendent, plant manager and general manager. He has degrees from the University of Wisconsin and Rutgers University.

# Book Review

WHY MEN WORK. By Alexander R. Heron. Stanford University Press. 197 Pages \$2.75

It has been six years since Alexander Heron threw the searchlight of his Crown Zellerbach experience on the industrial grapevine in his first book, "sharing Information with Employees." Since then, he has written "BEYOND COLLECTIVE BARGAINING", and has also found time to serve as Colonel in the U. S. Army as Director of Civilian Personnel.

His third book, "Why Men Work" has most of the earmarks of another 'must' for personnel men and women, although you will not all agree with one of his major principles. In "Why Men Work" the author attacks the problem of motivation through an examination of why men *refuse* to work. He scrutinizes the current causes of featherbedding and striking. He contrasts the incentives of those who work for themselves with those who are employed. He asks a number of disturbing questions. For example: "Why did it take three men to do the work of 2 in our war plants even under the extra stimulus of patriotism, if not of survival?" Mr. Heron searches far and wide for an answer. The unions, he feels, have not discovered it. The government as an employer, he terms a mediocre motivator. Psychologists and educators, if they have an answer, have not shared it with any clarity. Scientific research has come up with a few exciting answers. Here and there, a few employers, large and small, seem able to elicit wholehearted effort. According to the author the common denominator in all instances of putting oneself into the job as a football player does on the gridiron, is the *understanding* and *participation* of the worker group.

Here again, Mr. Heron is right on the beam: "Passing a sense of responsibility for management to the humblest worker on the team seems to stimulate his effort for the common objective." He goes on to formulate the three freedoms which impel men to give a living demonstration of why they work: Here they are:

1. Workers need free access to information about their work.
2. Workers need free opportunity to think about their work.
3. Workers need free channels thru which to make this thinking effective.

Here we are approaching a questionable conclusion. Mr. Heron lays heavy stress on worker-thinking. "If we want workers to work as a team, we must give them the right to *think*. . . . The average worker must share in the task of thinking."

We agree with the author that man's peculiar characteristic is to be "homo sapiens". We have advanced in many ways because a few men have been logical, analytical and creative. But the psychologists tell us that thinking is hard work. They insist that most people do not bother with high thinking.

If Heron would confine his reference at this point to the supervisory group, he would be, in our opinion, overlastingly right. We fear that the answer to prob-

lems of production, method and morale can be tackled by only a minority of the rank and file. The practical, mater-of-fact realist has feelings, he has ideas and opinions, but we doubt whether he gets much fun from his thinking.

To try to force thinking on men with no taste for thought is as bad as placing at the drafting board a man with little perception, low structural visualization and poor hand-and-eye coordination. Many men "think with their hands." They can be entirely happy if their work is adapted to their skills. But we fear that universal thinking, desirable as it may be, is hardly to-day's answer to the industrial problem of motivation.

"WHY MEN WORK" is useful, stimulating, readable; it deserves a place on the Personnel man's shelf, in spite of this one weakness.

Willard Tomlinson

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# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## SEPTEMBER

- 7-10 Princeton, New Jersey. Graduate College.  
*Industrial Relations Section, Princeton University.* Ninth Seminar course in Industrial Relations. For persons of from two to five years experience in industrial relations.
- 14-16 Princeton, New Jersey. Graduate College.  
*Industrial Relations Section, Princeton University.* Sixteenth Conference.
- 23-24 New York. Hotel Pennsylvania.  
*American Management Association.* Personnel Conference. Write AMA, 330 West 42nd St., New York 18.
- 29-30 Lafayette, Indiana.  
*Purdue University* in cooperation with the *American Society of Training Directors.* Conference on Industrial and Business Training.

## OCTOBER

- 4-7 Ottawa, Ontario. Chateau Laurier.  
*Civil Service Assembly.* Annual Conference on Public Personnel. Write Civ. Ser. Ass., 1313 E. 60th St., Chicago 37.
- 11-23 Lafayette, Indiana.  
*Purdue University.* Ninth Purdue Industrial Personnel Testing Institute. Dr. Joseph Tiffin, Department of Psychology.
- 17-18 New Orleans. Jung Hotel.  
*National Office Management Association.* Regional Conference and Office Equipment Exposition.
- 19-20 San Francisco  
*California Personnel Management Association.* 20th Pacific Coast Management Conference. Everett Van Every, Flood Bldg., 870 Market Street, San Francisco.
- 20-22 Cleveland, Ohio. Hotel Carter.  
*Cleveland Personnel Association and Cleveland Chamber of Commerce.* Northern Ohio Personnel and Executive Conference. 400 Union Commerce Bldg. Cleveland 14.
- 25-28 Palm Springs, California.  
*Merchants & Manufacturers Association, Los Angeles.* Annual Personnel Conference. Chas. McKean, 725 So. Spring St., Los Angeles.

Here is a story of how Labor feels about Management, written by one who has long been a labor organizer and grievance committeeman and who is now a steel plant supervisor. The author has written about organized labor for PERSONNEL JOURNAL several times before.

# Labor Organization— Management's Fault?

By F. C. SMITH

Now, look," the manager of a large paper mill recently said to me, "we pay our employees good wages. We provide locker rooms and showers. We give them all sorts of benefits. What the hell more do they want?"

What more does labor want? Industrial leadership must meet this challenge. It must find and cure the true causes of labor's unrest or give way before the hurricane. The basic issue is this: Free enterprise, or ever increasing forms of collectivism.

It is not enough for the men of management to think of themselves as being liberal or of the new school. It is not enough to sharpen the same old tools; to strive to become more skillful in collective bargaining; to depend on the magic of legislation. These instruments have been tried again and again, but the finished product is full of flaws. It is time to retool.

Just what is free enterprise anyhow? To some it means a system of codes and rules, a method of doing business according to gentlemen's agreements. But any successful business man knows that it is a constant and competitive battle to survive. Free enterprise is not a system of society. It is not a system for peace. It is a form of total warfare in which every single resource must be mobilized in the struggle. Even the man who sweeps the office is an asset. Today, all units—labor, management and machines—are needed. But—and this is unfortunate—management must fight a civil war while it carries on the bigger fight.

The problem is not how to win the civil war; instead, industrial leaders must learn how to use the great energy of labor in the competitive struggle. To enlist the aid of labor we must first understand the real whys of union organization. It is not only a mass social movement having security as its goal but it also appeals to the fighting instinct which is a part of all men. Psychologically it permits a release from frustration. This, if blocked repeatedly, will cause an explosion. For example, one superintendent insisted that his men put their complaints in writing. He

thought he had solved the problem when only four complaints reached his desk during the next three months. But then the men exploded. A work stoppage occurred. The men, not being trained in writing, were denied emotional outlets.

A lesson can be learned from the effectiveness of union organizers. These men are fighters who never say quit. They are prejudiced, illogical and unreasonable, but they have been able to organize labor. Why? Because labor has been ready and willing to band into fighting groups; needing only a cause to motivate their swinging into action. So, if we believe in free enterprise as a way to security we must cease thinking of it as a prized and sacred possession to be guarded by laws and other bulwarks. We must fight for it; using every possible resource.

The battle is actually half won; for labor believes in the capitalist system. Is this not plain to see in labor's reluctance to support a third political party? Or in labor's rejection of collective systems? But this does not mean that industrial leaders can relax and hope for the best.

Many labor relations men are working in a confusion of symptomatic disturbances, like a man who is attempting to hold back a flood with his bare hands. Sometimes, almost in despair, they feel that it is impossible to satisfy the insatiable demands of labor. If they feel this way they are right. For many grievances and strikes are merely the means of lending dignity to unconscious desires. In this way labor wins victories which produce psychological feelings of security.

But let's not be misled. Union organization is serving a vital human need. This is the secret of union leaders. As one army captain said: "I never worry about the morale of my men as long as they hold their gripe sessions. When they quit beefing I can expect some kind of trouble."

Free enterprise at times appears to be ruthless and unjust. But it serves the demands of society. It keeps men alive and fighting. It is the basic struggle for existence. It must produce to survive. Free enterprise is opportunity with security as a by-product.

Let me repeat. Labor believes in free enterprise. Read any union paper and you will find beneath the prejudice, that labor is mobilized for free enterprise. But—and here is the trouble—labor knows it is at war but it lacks enthusiasm for the cause. It is like a peacetime army training with wooden guns. Labor wants to fight. It needs to fight. But it does not feel as though it is really participating with the boss in his struggle for existence.

So labor, needing to fight, has developed side issues which too often are false goals. Labor, like management, must have a cause into which it can get its teeth.

As an example of labor needing a cause for which to struggle let's consider the cold shoulder which labor so often gives to management's safety first program. Although labor actually thinks of safety first as being merely one of management's methods of cutting costs, this is not the real reason for labor's indifference. Labor knows the importance of safety and all that it means, but it views the safety program as management program. Labor thinks of management as saying: "We are

doing our best to make our plants safe even though workmen carelessly and stupidly blunder into accidents." This, most certainly, is not conducive to gaining labor's cooperation. Labor does not feel that it has been accepted as a partner in management's attempt to reduce accidents to a minimum.

Labor must be permitted—induced—to accept joint responsibility for the safety program if its complete enthusiasm is to be won.

Labor often says that management does not understand the problems of the workers. In saying this labor is partly right. For example, some management men say that work stoppages and strikes are needless and that many grievances are not really grievances at all. These statements, of course, are true according to all the rules of logic in those companies which are sincerely attempting to play fair with the employees. It is easily forgotten, however, that human behavior with its complex motivations cannot be explained by logical reasoning. To the strikers and the aggrieved their goals are real even though these men are oftentimes motivated only because of frustration and prejudice. But frustration and prejudice actually exist. These are human characteristics and they must have outlets. Therefore, management alienates itself further from the workmen in calling strikes needless and grievances illogical. To do so denies the existence of some of those factors which make up each human being.

At times management seems to forget that its work is dramatic and that labor's work is routine and monotonous. Labor wants to feel that it is at least blocking the line while management carries the ball. Labor is only vaguely aware of management's fight to secure contracts, to meet dead lines, to battle competition. In this, the real drama and glory of free enterprise, labor does not have a share. Labor feels that most contracts are secured at leisure and that agreements are reached on the golf course, or over a glass of champagne in luxurious surroundings.

Many management men are bewildered and keenly hurt when their workers join the union. They view their men as deserters swayed by wild promises. Union organization, though, is the natural outgrowth of an army adrift. Labor needs to identify itself with a cause.

A classic example of free enterprise in action was told in a recent magazine article. A plant into which the owner had put all his money was destroyed by fire. Then, a spontaneous movement grew among the workmen. They loaned the owner their savings, they borrowed money and they helped to rebuild the plant. This was accomplished in time to meet an existing contract. In this case the men were like an army on the front line having a real cause for which to battle.

Labor must be permitted to "sound off"—it will anyhow—but it must understand more thoroughly that the fight for free enterprise is labor's fight too. A peacetime army is a listless army. If labor is given a real cause for which to fight it will be mobilized for action in the camp of free enterprise.

Many companies cannot afford the expense of a psychological selection program. Large ones often want help in experimenting before installing their own programs. Here is a description of how a college helped the industries in its community by furnishing psychological services.

# Psychological Services for an Industrial Community

BY LEO F. SMITH AND LAURENCE LIPSETT,  
Educational Research Office, Rochester (N. Y.)  
Institute of Technology

PERSONNEL managers are coming to realize the value of aptitude testing in the selection and placement of employees. But many firms, especially smaller ones, lack personnel workers adequately trained in using tests. At the present time there are relatively few individuals with such training, and even if they were available, their salaries might be a burden on a small employer.

One solution to the problem of providing the services of competent psychologists without undue expense to industry lies in the cooperation of business firms with colleges and universities. A plan for such cooperation has been developed in Rochester, N. Y., growing out of community needs.

For many years the Rochester Institute of Technology pioneered in the field of education and occupational counseling for its own students. The success of the counseling program brought requests from industry for the testing and counseling of individuals who were being considered for employment or placement. After some informal responses to these requests, the Institute established in 1940 a Counseling Center to serve the entire community. This Center was established with two purposes: to provide a counseling and testing service for individuals, and to provide psychological services for industry. This article deals primarily with the services which have been rendered to industry. Although a wide variety of services has been provided to industry these may be classified as follows: (1) individuals being considered for transfer or upgrading; (2) applicants being considered for employment; and (3) other groups of employees whose characteristics and potentialities the employer wishes to discover.

## INDIVIDUALS BEING CONSIDERED FOR TRANSFER OR UPGRADING

Most of the earlier referrals were from larger employers like Eastman Kodak Co., Bausch and Lomb, Taylor Instrument Co. and the Ritter Co. for the interviewing, testing and counseling of people who were in relatively responsible positions but who were not performing satisfactorily. In all of these cases the company was anxious to retain the services of the individual but was at a loss to know where to place him so that his abilities might be used most effectively. In studying each referral individually the Center staff worked with the industry's personnel office. Here is one example of how this service helped the company and the employee.

"Mr. Jones" was referred because he was irritable, picked on the employees under his supervision, and was becoming less efficient in his work and noticeably upset emotionally. The company wanted to know if a suitable transfer could be worked out. Jones was most cooperative, as he too was dissatisfied with his own performance, without knowing why.

Jones was 30 years old, happily married, a university graduate in business administration, buying his home and interested in tinkering around the house. He had been steadily moved ahead in responsibility with the company and under the pressure of war work was in charge of approximately 30 girls doing clerical work. The first interview at the Center showed that he had a good vocabulary and could talk interestingly on a variety of topics. The testing program revealed that Jones had high mental ability, high accounting aptitude, and was primarily interested in the accounting field. Obviously he was in the right general field but there was something wrong with the specific job on which he had been placed. Subsequent interviews and a short autobiography indicated that he avoided group activities, and did not like to assume responsibility for other people's work. The conclusion was that he was in the right division of the company but would be much happier in a staff position pursuing knotty statistical and research problems on his own. The company was agreeable and a transfer was arranged. A follow-up six months later revealed that the man was much happier and the company better satisfied with his work. This is an illustration of a kind of service which can be provided to an industry at a very reasonable cost.

## AVOIDING MISTAKES IN PROMOTION

Another referral of an entirely different sort was from a company wanting to train an employee as assistant to the plant engineer with the thought that he would eventually become plant engineer. This work required talking to engineers in the design department; reading blueprints and making computations necessary for the ordering of equipment and supplies needed by the maintenance department, and, many other activities of a technical and engineering nature. Mr. Brown, the man referred to the Center, had been employed in the company for several years in the tool room. His foreman had selected him as a likely candidate. The initial interview revealed Brown to be emotionally stable, loyal to the company, interested in

his work, well adjusted in his relations with other people, and apparently a very satisfactory employee. The test results, however, revealed that he was unable to perform mathematical computations of the simplest type, possessed limited academic aptitude, had only average mechanical and engineering aptitude and was unable to read, or to understand what he read, with any ease. In the summary which was made to the company these facts were pointed out and the statement made that Brown probably would not be able to perform satisfactorily the duties of the position for which he was being considered. It was suggested, however, that he might qualify as a foreman of a small production department where his low academic, mathematical and engineering aptitude would not handicap him and where his ability to get along with others would be a distinct asset.

These two cases are illustrative of many that have been referred to the Center. Often our recommendations have confirmed the judgment of the company officials who referred the men. In other cases we have been able to provide evidence which indicated that the man might not succeed in the position for which he was being considered, but might have qualities which would make for success elsewhere. A special value of this service is that the Center is able to provide information which supplements the facts which the companies already have.

#### REFERRAL OF APPLICANTS BEING CONSIDERED FOR EMPLOYMENT

One public utility in Rochester is currently referring to the Center all applicants who are seriously being considered for employment in the department dealing with sales and public contact. Prior to the initiation of this project the director of the Center spent several days at the company becoming acquainted with the duties of the job, interviewing men already in these positions, and studying the characteristics of the successful and unsuccessful employees already at work. An interview guide and check sheet was then prepared for use both by the firm's personnel office and the Institute's Counseling Center. The screening interview is done by the company and, if the candidate appears to have promise, he is referred to the Center for a second interview and the battery of tests which has been chosen for this particular job. Following the interview and testing the members of the Center staff report to the company and make recommendations concerning the advisability of employing the candidate. In some cases our results only serve to confirm the company's findings. In others there is a difference of opinion and steps are then taken to reconcile these differences.

Although several jobs for which our psychological services are used involve sales or public contact work, there is considerable difference in the characteristics needed by the various employers. The man who is successful in the direct selling of a product or service competing on price in an active market has personal qualities which differ markedly from those of the individual who is best suited to represent an old, established company with a near-monopoly line. For each of its industrial



clients the Counseling Center has worked out a different test battery which will help select the best men for that company's particular requirements.

In addition to the industrial and business referrals social agencies have found increasing need for referring to the Center individuals for whom aptitude testing and vocational guidance appears desirable for satisfactory placement. Agencies are frequently able to render a better service to their more troubled clients as a result of the clinical interviewing and diagnostic testing which are provided by the center.

### TESTING OF GROUPS OF EMPLOYEES

One manufacturer of electrical equipment, who wished to plan a program of promotion, transfer and training, called in the Institute staff. An interview was held with each of the 33 supervisors and a battery of standardized tests was administered. A report which combined the interview and test results on each man was furnished to the firm and this provided a basis for company planning. A by-product of this project was the suggestions it was possible to provide the company management for improving their own personnel relations. During the interviews with the supervisors certain comments were made indicating that there were minor matters bothering the foremen and workers which lowered their efficiency and morale, and which could be readily corrected by the management.

One project was undertaken for a bank which found that some girls hired for a machine bookkeeping operation were unable even after training and apparent effort to develop the skill which others attained without difficulty. From a battery of tests administered to the girls several tests were selected which discriminated between the good and poor operators. The bank has since been able to use these tests for selection and placement of new employees, thus avoiding the expense of training a girl for several months and then discovering that she could not attain the required skill.

For large groups of employees in the same department, or doing similar work, the testing may be handled efficiently on the employer's premises. In cases where individuals may be dealt with singly all interviewing and testing is done at the Counseling Center. For both types of projects, however, Institute counselors visit industrial establishments to survey jobs and working conditions. Our staff is convinced that psychological testing for industry yields best results when interviews and tests are planned with a thorough understanding of the job for which the selection is to be done. Even where all testing is done in groups, a project is never undertaken without an opportunity to interview each testee as an aid in evaluating test results in the light of any unusual conditions which might exist.

A test battery designed to select and classify applicants for a specific job usually requires about one-half day for test administration. A general analysis for an individual who seeks vocational and educational guidance takes longer. Testing generally covers mental ability, aptitudes, academic achievement, occupational inter-

ests, dexterities and emotional adjustment, although it should be emphasized that the testing program is always designed to meet the needs of the job under consideration. After the test and interview results have been studied, a written analysis and a test profile are prepared for each individual and in the case of referrals from industry, these reports are sent to the employer.

#### WILL THIS PLAN WORK ELSEWHERE?

The Rochester Institute of Technology is in an unusually favorable position to help industry. For many years it has studied the jobs in the community and has designed its courses to meet the needs of business and industry and of young people who come to the institution as students. The cooperative education plan (which has been in continuous operation since 1912), under which a student alternates ten weeks of class work with ten weeks of practical experience on the job, tends to draw the Institute into closer relation with industry than is usual for institutions without such courses.

Many colleges and universities can provide testing and psychological services for industrial personnel work to the mutual advantage of both. The philosophy and function of colleges and universities are especially suitable for this kind of service. They can serve best by providing practical experience in the various fields of learning just as the prospective physician is required to serve an internship. Many graduate students are now seeking this training in applied psychology. Most persons qualified to provide such instruction are on the faculties and staffs of educational institutions. A wide field for development can be found by those colleges and universities which accept a philosophy of community service and try to keep abreast of society's needs rather than retiring to an "ivory tower" of pure scholarship.

The non-profit legal status of most colleges and universities is particularly suited to the development of a new science like aptitude testing. In the field of psychological measurement relatively few instruments are established as always valid for their intended purpose. Work with human beings can scarcely be expected to approach the precision of the physical sciences. Some private operators in this field lack the necessary training and the ethical standards that are desirable. A professorship on a university faculty is no guarantee of competence either. But that, or membership in the professional society, the American Psychological Association, are the best protection the user of psychological services can get.

Many larger employers will want their own psychological staffs, which have in many instances demonstrated their value in decreasing turnover and increasing production through analysis and adjustment of workers. Smaller employers, however, and larger firms desiring a firm foundation of experimentation before establishing their own departments, will find that colleges and universities can provide useful psychological services for the selection and placement of employees.

In the third of a series of six articles the author describes the process of securing the foreman's initial evaluation of his workers, which the personnel representative gets by means of his planned interview with the foreman.

## III. The Field Review Method of Employee Evaluation and Internal Placement

BY GUY W. WADSWORTH, JR., Southern Counties  
Gas Company of California

WITH the Field Review contact under way, and the preliminary of developing information about the jobs in the working unit accounted for, the remainder of the interview is devoted to getting information about the employees as individuals (employee evaluations) and to planning personnel moves. Information concerning employee performance, and estimates of their individual possibilities, are quite easily obtained by using the same informal sort of inquiry as is used in developing information about jobs. Experience shows that the average supervisor has an opinion regarding the competence of each employee who reports to him, and that this opinion is likely to govern what happens to the employee in the long run, whether it is well founded, or ill founded. It is important that this opinion should, as a matter of habit, be shaped by systematic observation of what the employee specifically does, or fails to do, in relation to the duties imposed upon him by his job.

The supervisor's impression of an employee is seldom developed as precisely as should be desired without some prompting. His opinion may, in actuality, be based only upon casual impressions, colored in some degree by his personal reactions to the employee as an individual. Most of us tend to believe that we can "take in" a situation on which we have, in fact, focused no really detailed attention, particularly in judging other people. That our ideas can be wrong is frequently demonstrated when we are called upon to say explicitly where, when, and under what circumstances a given impression has developed. Even the most fair-minded supervisor is not very likely to check himself, or to look for evidence which might revise his opinion of an employee, unless something happens to prompt him to do so.

## A PLANNED INTERVIEW

It is the purpose of a Field Review contact, particularly the part of it devoted to getting employee evaluations, to provide the occasion for the supervisor to think through this part of his employee evaluation and internal placement job. This is accomplished by a planned pattern of inquiry. The supervisor is questioned about each employee in the working unit in relation to the employee's current performance, his possibilities for advancement, or possible usefulness in other work. The interview at each step is calculated to bring out facts that the supervisor could obtain only by direct and systematic observation of the employee on the job. The result is usually a well-considered, or at least a markedly improved evaluation of each employee in the working unit. In line with these findings, the supervisor is questioned on his plans with respect to each employee and encouraged to schedule appropriate action in each case.

As previously stated, the evaluation and planning discussion in the interview ordinarily represents a second main step in the Field Review contact and normally can be started when the discussion of job requirements has been completed. There is no reason why this discussion cannot be undertaken separately if it serves any point of convenience. However, there is some logic in proceeding directly from the discussion of job requirements to the evaluation of the people holding the jobs and the development of a plan of action while all of the facts about the job requirements are fresh in mind.

The equipment needed for the evaluation inquiry is merely a roster that includes the names of employees in the working unit and the titles of their jobs. They may be listed in any convenient order, whether alphabetically or by grades or categories of jobs. Sometimes the names are listed in an order which corresponds to the line-up of jobs on the organization chart of the working unit and this is of special advantage later on in the interview. There should be sufficient space opposite each name to permit making notes.

The order of inquiry and pattern of questioning at this point has two principal steps, (a) initial evaluation and informal analysis, and (b) supplementary analysis and planning. In the first step, the representative of the personnel department gets the supervisor's offhand opinion of each employee's performance, along with the specific reasons which substantiate that opinion. In the second step, he either determines what plans the supervisor has, or what plans he might be prompted to make for each employee who is better than satisfactory, or who is not making good. (This installment in our series on the Field Review Method will deal only with the first of the two principal steps just named.)

## INITIAL EVALUATION AND INFORMAL ANALYSIS

The first order of business is to get from the supervisor an offhand, over-all opinion of each employee on the roster. The primary objective at this stage in the interview is to draw from the supervisor an estimate of each employee in the working unit.

which tentatively identifies him as satisfactory, better than satisfactory, or less than satisfactory. This will serve to show where each employee stands with the supervisor in relation to the following categories of evaluation, and, so far as possible, why:

| <i>Evaluation</i>                   | <i>Symbol*</i> |
|-------------------------------------|----------------|
| 1. Definitely outstanding . . . . . | + (plus)       |
| 2. Satisfactory . . . . .           | OK             |
| 3. Definitely a problem . . . . .   | - (minus)      |

The questioning process is as follows:

*Step 1.* Starting with the first employee on the list, the representative of the personnel office first asks a general question, such as "*How is this employee getting along?*", or any equivalent general question. The supervisor's response will indicate which way his evaluation leans, whether toward the high side (+), the side (-), or toward the middle (OK) evaluation.

#### FOLLOWING UP A HIGH SIDE OR A SATISFACTORY EVALUATION

*Step 2.* If the supervisor apparently leans toward a high side (+) evaluation, or toward satisfactory (OK) the next question is:

"*In what way is he good (or particularly good)?*" The response to this question may be (a) general ("he is my best worker," "he is a good worker"), or, (b) specific ("he is 'tops' in finding what is wrong with an engine," "he can spot engine trouble," "she is a very fast typist," "she types accurately.") The distinction between general and specific responses, of course, lies in whether the response is merely a complimentary remark, as opposed to a statement that the employee *does* something well or in superior fashion. Any specific comment is preferred to a general comment, as the purpose is to draw out what the employee does, or fails to do, in relation to the requirements of his job. Another point which should be noted is the "shading" of the supervisor's comment, whether specific or general. Such expressions as "best worker," "tops," and "very fast" may suggest a higher degree of excellence, and are more indicative of a probable + or outstanding evaluation, than "good worker," "he can do (such and such)," "he is good (in a given operation,)" etc. The latter responses generally point to satisfactory (OK) evaluations. Abbreviated notations of the supervisor's responses, whatever they are, at each step in the questioning process, should be entered opposite the employee's name on the roster.

*Step 3.* If the question asked in Step 2 has elicited a general response, or has drawn out only one specific answer, the next question is:

"*What (or what else) is he doing well?*" Here again the purpose is to "pull for" specific responses, developing if possible, a series of duties or operations that are performed outstandingly well, or satisfactorily. The point at this step is to *bleed out* specific information on workmanship that not only establishes the supervisor's leaning toward a + or OK rating, but supports that leaning. The response at this

\* The symbols indicated are used in noting the respective evaluations given by the supervisor as the discussion proceeds.

point again can be general ("He does everything the way I want him to do it"), or it may be specific ("The motors he turns out are tuned perfectly," "he does a good tuning job," "she proof-reads her own work and almost never makes a mistake," "she doesn't make many errors"). In most instances a sufficient number of specific responses are forthcoming at this point, as the questioning is continuously directed toward what the employee does on the job, rather than toward his general attributes.

*Step 4.* If responses of the supervisor thus far have been continuously general rather than specific, one further question can be:

*"Why do you believe that he is good (in given operations)?"* This may either elicit a specific response, or it must be concluded that the supervisor's good opinion of the employee, whether he leans toward a + or an OK evaluation, is based upon very general considerations. This may not be highly convincing, but it at least shows where the supervisor stands.

*Step 5.* If responses have been generally favorable to the employee, it is well advised to use a single check question at this point:

*"Does he have any weaknesses?"* The response may be general or specific, but may serve a purpose if a borderline rating (which will be discussed later on) has to be made.

*Step 6.* This is the "pin-down" step. The supervisor is given a choice or leading question to elicit either an outstanding (+) or a satisfactory (OK) evaluation:

*"Is this a definitely outstanding employee, or would you describe him as fully satisfactory?"* The supervisor's evaluation is then recorded opposite the employee's name on the roster, alongside the supporting comment that has been noted during the preceding steps (by appropriate symbol) as + or OK.

#### FOLLOWING UP A "LOW SIDE" EVALUATION

Where the supervisor's response to the question in Step 1 (*"How is the employee getting along?"*) indicates that the supervisor leans toward a low side evaluation, the steps are undertaken in the same order as those used in following up an apparently high side or satisfactory evaluation. The questions, which are similarly intended to draw out as many specific answers as possible, are as follows:

*Step 2.* *"In what way is he particularly weak?"*

*Step 3.* *"What is he doing poorly?"*

*Step 4.* *"Why do you think he does poor work?"*

The line of questioning is reversed, but is in all other respects the counterpart of the follow-up on a high side or satisfactory evaluation. Where the process draws out a series of general or specific weaknesses, the "check" question is:

*Step 5.* *"Has he any good qualities?"*

Finally, the "pin-down," leading question is:

*Step 6.* *"Is he definitely a problem, or do you regard him as a satisfactory employee with some weaknesses?"* The supervisor's evaluation is then noted on the employee roster

opposite the employee's name, and the supporting comment. This concludes the follow-up on a low side evaluation.

These steps, started with the first employee named on the roster, and carried on

### FIELD REVIEW QUESTIONS

#### (INITIAL EVALUATION AND INFORMAL ANALYSIS)

Step 1. How is this employee getting along?

*(Follow-up on "high side")*

Step 2. In what way is he good (or particularly good)?

Step 3. What (or what else) is he doing well? ("Bleeding" Step)

Step 4. *Why* do you believe that he is good (in given operations)?

Step 5. Does he have any weaknesses? ("Check" Question)

Step 6. Is this a definitely outstanding employee, or would you describe him as fully satisfactory? ("Pin-down" Step)

*(Follow-up on "low side")*

Step 2. In what way is he particularly weak?

Step 3. What is he doing poorly?

Step 4. *Why* do you think he does poor work?

Step 5. Has he any good qualities? ("Check" Question)

Step 6. Is he definitely a problem, or do you regard him as a satisfactory employee with some weaknesses? ("Pin-down" Question)

down the list to the end, complete the initial evaluation and informal analysis. Up to this point, the effort has been to bring out the supervisor's offhand opinion of each of his employees by questioning him. The representative of the personnel department has made no suggestions and has challenged nothing that the supervisor has had to say. He has merely noted the apparent leaning of the supervisor toward high, satisfactory, or low evaluations in each case and has jotted down such supporting reasons, whether general or specific, as the supervisor has offered. He has, of course, varied his questioning to adapt certain of his questions to the job information already in hand or to fit the pattern of the supervisor's responses. Where the supervisor has "picked up the ball" and given detailed and specific information with a minimum of prompting, the representative of the personnel department will have passed up a one, two, three order of questioning so long as he has been getting the answers he needs. In the end the supervisor has furnished his own evaluation of each employee in the working unit, and it is altogether possible that some of them will have been moderated or improved during this initial review. In any case, discussion carried on up to this point will have provided a general picture of each employee in the working unit and will have laid the groundwork for the final steps in the placement interview.

#### BORDERLINE OR INTERMEDIATE EVALUATIONS

It will have been noted that evaluations have been discussed thus far on a three-point scale (outstanding, satisfactory, problem). There is probably no such thing



as a standard scale of employee evaluations that will mean the same thing to every person who uses it. Wagonloads of definitions have been written ostensibly to "clarify" shades of difference between such terms as Very Good and Excellent (in "five-point" rating scales), and such terms as outstanding or superior suggest a similar labor of definition. Effort along this line frequently serves only to transpose the confusion over the meaning of descriptive adjectives into an equal, if not greater confusion revolving about the interpretation of the "definitions."

A great many supervisors are sparing in praise, and regard a top evaluation as representing an almost unattainable ideal. Others are reluctant to go on record with poor ratings and do not want to place a black mark on anyone's record. The personnel man, on his part, fundamentally wants to identify three classes of employees: (a) those of whom the supervisor thinks well and whom he regards as candidates for better jobs, (b) those whom the supervisor regards as adequate, but who are likely to stay where they are, and (c) those of whom the supervisor thinks poorly, whether they are merely misassigned or definitely lacking in ability. The better than satisfactory employee and the less than satisfactory employee represent the two classes of individuals that require most of the attention in planning for better placement.

#### SOME SUPERVISORS WILL NOT TAKE A STAND

In some instances, the representative of the personnel department will find that the supervisor will not positively commit himself on evaluations above and below satisfactory. The supervisor, in such cases, will want to use intermediate evaluations such as OK + (plus) representing a satisfactory employee with some outstanding qualities. In others, the supervisor may suggest an OK - (minus), or a satisfactory employee with some weaknesses. Individuals who labor in this fashion with terms take the issues involved very seriously, and the personnel man may find that the only way he can get the supervisor to "come down to cases" is to accept or even suggest such intermediate evaluations. He will know when he does this that the supervisor's OK + (plus) is probably his individual way of describing an outstanding employee, and that the OK - (minus) is as far as the supervisor is willing to go in describing a problem employee. In some few instances these intermediate distinctions may appear entirely justified, based on the facts drawn out in the questioning process. The personnel manager or his representative should observe two principles in dealing with the issue of intermediate ratings:

(a) He should not unnecessarily suggest the use of intermediate or borderline ratings, as he will find the distinctions more typical of the evaluation habits of the individual supervisor than characteristic of any real differences between employees from one working unit to the next. In addition he will find more disparities of meaning in using what might be termed a "five-point scale" (+, OK +, OK, OK -, and -) than in the use of a three-point scale, merely as a mathematical proposition



(that is, the greater the number of distinctions, the greater the difficulty in interpreting individual evaluations from one supervisory interview to the next.)

(b) He does not want to bog down the placement interview with abstract discussion. Considered in terms of field review objectives, the personnel man primarily wants to spot talent in the working force which can be put to better use, to identify the employees who are "all right where they are" and to single out individuals who are misassigned, need special attention, or who should not be on the payroll at all. Where he can secure the simplest practical distinctions on the three-point scale that has been suggested, he is situated to move ahead to the supplementary analysis and planning activity which is the pay-off in the Field Review contact.

*(To be continued)*

## About the Authors

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Here is another interesting study of the nature of discipline, with an analysis of some of the emotional factors that are frequently involved in it. It brings to mind many supervisor-employee relationships that are familiar to most of us.

# Discipline—A Supervisor's Confession of Failure?

By ROY WALLS, General Office Manager, Bridgeport Brass Company.

When an executive finds it necessary to resort to discipline, it is often a tacit admission of failure on his part.

Supervision is not normally attained at an early age. Indeed most executives and supervisors got their formal training a quarter-century or more ago when it was thought that men's lives were ruled entirely by *economics*. The varied institutions which industrial supervisors represent were founded for profit purposes and if they are to survive they must necessarily answer to economic laws. The successful executive is therefore one who has made sound judgments based on economic facts and technical knowledge. So it need not be surprising if the supervisor assumes that the people in an industrial unit are an economic organization, in which each individual is primarily concerned with his economic advancement and who responds precisely to economic law.

Our problem would be much simpler if this were true. However, we have learned that an industrial organization is a small society in itself and that its members respond in this small group in about the same way they do in their total social world. That is, in addition to security, they desire the respect and intimate association of their co-workers, they feel a need to understand their work environment, and a chance to be heard and express their own individuality, plus a great many other factors—*of a social and not an economic nature*.

Obviously, the supervisor who attempts to use discipline to solve a behavior problem by using economic factors as the sole persuader is not only not sure of complete success but often is creating an entirely new problem—a social and emotional one. With this as a background, let us go on to consideration of other factors that affect executives and supervision.

## TWO-WAY COMMUNICATION SELDOM ACHIEVED

One of the penalties of a large organization is the need of successive levels of authority and well understood lines of communication. This results in a supervisor keeping *his* superior informed of matters about which he is responsible and in return receiving instruction, criticism, and guidance from above. Indeed, much of a supervisor's time is spent in passing information upward, often glossing over this or that portion of it; and much of the remainder of his time is spent in wondering if he is carrying out the instructions he has received in a way that will merit the praise of his superior. The unfortunate effect of this may be to leave the supervisor with all of his thoughts and attention trained upward so that he overlooks the interplay of human emotions below him until he finds it necessary to apply "discipline".

Another factor influencing supervisors is the growing use of staff groups so that the supervisor no longer has complete control over what his employees do. The Personnel Department may influence, limit or actually control his selection of employees. Wage administrators may limit his ideas about payment of his own group. The Budget Department is a restraining influence and the Methods Department may specify his actual operating routines. Finally, the Office Manager may issue an irritating restriction while leaving the burden of explanation upon the supervisor. Thus, besides looking upward, the supervisor must satisfy the horizontal pressures exerted by the staff units which limits the attention he can give to the problems of those below him.

Another situation of which the supervisor may not always be aware is the gap between his social thinking and that of his employees. From my observation this is much wider than the average executive realizes. The tradition of our American system is the "rise to power" and "success through education". The supervisor himself has followed this formula and, tasting of its fruits, has found it acceptable. Dealing as he does mainly with the white collar class, he assumes that all other office employees share his beliefs. Actually, many office employees noting the differences in educational background and mental capacity between the average employee and the supervisory group, do not give full support to these traditional beliefs. Therefore, in his capacity as disciplinarian, the executive may be using threat and explanation that are not valid from the employees standpoint.

## "TELLING" YOUR ASSISTANTS HOW TO SUCCEED!

In a typical case a supervisor may have held several talks with an employee who does not seem to be progressing as rapidly as he should and who seems to lack the necessary application to his job. Characteristically, the supervisor is using the carrot technique coupled with considerable explanation of the traditional methods of advancement. He is apparently getting his story across and it is apparently accepted by the employee, yet there is no follow-through by the employee and no change in his progress. Finally, baffled and disgusted, the supervisor mentally "writes off"

the employee as "lacking in ambition" and "not capable". The relation between the two deteriorates in consequence and there is a lack of mutual understanding and confidence.

Evidently there is a conflict in the employee's mind between what he has been told about how to get ahead—the traditional way—and what actually happens to him. As many people familiar with consultative merit rating have observed, employees can be unmeaningly accurate in their judgments of their own abilities and performance. The employee may observe that in the practical work situation in which he finds himself his opportunities are fairly limited. He realizes that he is not going to be president of the company and unconsciously shies away from the competitive struggle against people who, he has already observed, are better equipped and better trained than himself. This is protective action and not necessarily lack of ambition. Yet the folk-lore of family, school and work place are primarily based on the "success" principle. Therefore, he gives only lip service to the counsel of his supervisor, with the effects previously noted.

#### TYPES OF EXECUTIVES

There are several types of executives who seem to generate situations requiring discipline. Fortunately the number is few, but it is an unusual organization that does not possess one of them. The rarest type is probably the supervisor who considers his employees as a means of his own personal advancement. All of the ideas generated in the department become his own. Outstanding employees may be shoved aside so that they will not become possible successors. His selfish desires to get something for nothing and appear as an efficient operator to management may lead him to institute penalties out of proportion to the seriousness of the infractions, issue minimum pay increases, and maintain highly arbitrary rules for absences and conduct.

Another type is the emotionally immature person. He has a childish desire to have his employees like him and with great ostentation may remember birthdays, dates of hire, and is highly solicitous of employees who are ill. Yet, because he is fundamentally selfish and has feelings of insecurity, he may withhold pay increases, limit the training and advancement of his employees and deny them the opportunity of free expression and a sense of personal integrity.

A more common type is the energetic "driver" who is compensating for feelings of social or intellectual inferiority. His major creed is that he always gets results and never makes a mistake, a position which forces him to become highly arbitrary with resultant ill effect upon the employees.

Another common type is the one who resists changes, particularly those of an idea nature rather than a technical nature. Underlying this is a feeling of insecurity so that great reliance is placed on familiar routine that has worked well in the past. The unfamiliar is avoided and the new treated with suspicion.

Still another type is the person who is lacking in social skill and understanding.

He has risen to a supervisory position through technical knowledge, or by high intellectual capacity. In dealing with human problems he is hurt, shocked and then bewildered when the human emotions do not follow an orderly, logical procedure with all the precision of synchronized machinery. Discipline for him is indeed a confusing affair.

### PRESSURES ON THE RANK-AND-FILE EMPLOYEE

While the foregoing by no means covers all of the ground from the supervisor's standpoint, let us shift our attention to the employees. The industrial organization is usually pictured as a pyramid with the chief executive at the top and the broad mass of workers at the bottom. Numerically, this is correct. However, from the standpoint of planning, direction, control and instruction, the pyramid should be reversed with the apex at the bottom representing the employees. All planning, policies, technical methods and training, are intended to enable each individual to do a specific thing in a specific way and within a fairly rigid set of controls. This may be made a little clearer by thinking of an executive as a person who gets things done through the efforts of other people, the other people in this case, of course, being the employees.

We all dislike dictatorial ways and while there may be superficially little of it on the surface, it is obvious that if several thousand people are to be grouped together, there must necessarily be many regulatory devices if there is to be reasonable order and efficiency. It is the employee at the bottom who receives a large share of this pressure from above and if it becomes intolerable he must dissipate it in the work situation since he has no subordinate to pass it on to.

An important consideration for the employee is his dependence on his superior. It is analogous to the child-parent relationship. Many situations in the work place closely parallel previous child-parent scenes. The adult normally outgrows these childhood attitudes, but similar situations may recall similar emotions and habit patterns. Executives are not aware of the nature of this dependence because it is not consistent with much of our business and social folk lore. Our conception of democracy, and our belief in the worth and integrity of a person as an individual, the demonstration that the employee of today may be the president of tomorrow, would all seem to deny this dependence. However, the authoritative organization of our business groups and the reliance of the employee upon his superior for his pay, promotion, permanence of employment, and a great many other satisfactions of a psychological and social nature demonstrate that the dependence exists, and the actions and feelings of employees are proof of it. The very act of discipline itself recalls the dependence of the child on his parent.

### THE IMPORTANCE OF "STATUS"

The supervisor should remember that status is one of the convenient necessities by which business is enabled to operate efficiently. We are all aware of these status

symbols, but we usually consider them only in connection with the executive group and overlook the fact that employees have status symbols of equal importance to them.

Some of the status symbols are "white collar" versus "shop" jobs, "men" versus "women", "hourly payroll" versus "weekly payroll" or "monthly payroll". Others are cafeterias, punching time clocks, separate rest rooms, car parking, 25-year clubs, and many more. Probably more of an executive's time than he realizes is consumed by the necessity of recognizing these status symbols, and it is certain that the employee attaches tremendous significance to them. Ignoring employee status systems will inevitably lead to the need for discipline. Any office supervisor who has tried to substitute a wooden desk for a steel one or replace an electric machine with a hand driven one, or has tried to introduce a young, technically trained, ambitious trainee into a group of much older employees will have learned the importance of status.

From the employee's standpoint, his greatest need on the job is to work in an atmosphere of approval. If a supervisor has adopted a genuine attitude of approval, his discipline may be of the strictest sort and he will not destroy either morale or performance. But the approval must be genuine and be demonstrated by acts rather than words. It is illustrated by hundreds of minor acts or mannerisms which are interpreted by the employees as indicating the supervisor's real thoughts toward them. Disapproval or even a non-committal attitude can only result in a feeling of uncertainty on the part of the employees and they consequently feel fearful and insecure, with resulting poor performance, which then starts a vicious circle or more discipline and still poorer performance and antagonism.

#### SOME TYPES OF "PROBLEM" EMPLOYEES

Previously I mentioned two or three types of executives and it might be well to mention employee types that are frequently involved in disciplinary situations. In passing let me say that I am aware of the danger of "typing" individuals yet many people fit these types.

The first type is the emotionally disturbed individual. Not having made a satisfactory adjustment to much of their social environment, they possess explosive tendencies which may be set off by relatively minor incidents. The seed of their dissatisfaction is within themselves, and the average executive is ill equipped to help them reach a satisfactory adjustment. Fortunately, these people are somewhat rare in office situations although most of us can recall one or two cases within our own work experience.

Another type is the emotionally immature person mentioned in the executive group but which is even more common among the employees. This type has not outgrown the dependent tendencies of childhood and shirks the responsibility inherent in any job. When he fails to meet deadlines or production standards he expects the same sympathetic consideration from the supervisor that he received from

his parents. When this is not forthcoming, he retreats into a sulky resentment and blames the supervisor or company for his own failure. Here again, normal discipline applied to extreme cases of this type will have questionable effect.

Yet another type which can be disruptive to business routine is the one who uses the work situation as an outlet for anxieties or frustrations which have not found expressions at their source. Social problems, domestic problems, anxiety over health and finances may be carried over on to the job and relief found in mistreatment of other employees or equipment and a "don't care" attitude toward work assignments.

### ARE YOU BUILDING UP MORALE OR TEARING IT DOWN?

While I said that we would limit the discussion to the employee and the supervisor, there are two general conditions which I feel should be mentioned. The first of these may be called the "dynamic balance", that exists in any seasoned work group. No worker feels that his supervisor or his company is 100 per cent perfect. In a subordinate-superior relationship of long standing, there are half-forgotten disciplinary actions, misunderstandings, incidents of censure, peak loads, or actions of thoughtlessness on both sides. In the average work group, there is a half-conscious realization that while there are many unsatisfactory aspects of the job, the satisfactions are in the majority. There is also latent in most of us a resentment of authority. The desire to "tell the boss to go to hell" is not so deeply buried in us that it cannot be brought to the surface once the restrictive controls are removed or a sufficiently strong stimulus is provided. Each day the supervisor is adding weight to one pan or the other of the scale of dynamic balance. Fundamentally, as previously mentioned, the scales are weighted in favor of the supervisor and the company. Yet many of us can recall from our own experience, situations where such a favorable balance has been destroyed in a month, a week, or even a day, and a once harmonious, loyal group has changed into a demanding, grouchy force. Frequently this change is brought about by some action on the part of the supervisor of the company.

### EVERY ORGANIZATION HAS "CHARACTER"

This leads me to the second general subject, the effect of management policies and the general character of the company. Every company has "character". It is the sum of its history, tradition, and present and past actions and attitudes, toward the public, stockholders, employees and the community in which it operates. To a large extent the character of a company determines the number of times in the course of a year when a supervisor will find himself forced to use discipline.

On one extreme, we find the company that is closely regulated, with strongly developed lines of authority, elaborate policy and procedure manuals, where even minor details are analyzed and routinized and where a fetish is made of efficiency. At the other extreme is the company which attempts to direct by the example of

leadership and where consultative or participating practices are employed, and where a good share of the burden for the desired result is left to the common sense and co-operation of department heads and employees. I do not mean to imply that one extreme is more satisfactory than the other; I think we can call to mind examples of both types that are very satisfactory places in which to work. However, the former may compel more dependence on the part of the employee and result in the need of more discipline from the supervisor.

More important than type of organization is the philosophy of the management group and their social skills and understanding. This philosophy will inevitably be indicated by the company policies and the way they were developed and by the interpretation placed on these policies by senior officers. The most capable and well-intentioned supervisor may find that his best efforts are wasted unless the character and policies of the company are such as to merit the cooperation of the employees.

Earlier I made the statement that discipline is an admission of failure. I have, of course, been steadily retreating from this position. It is one of those "half-truths" that can be so troublesome. On the other hand, it is at least a half truth and as such, should not be discarded entirely. Possibly we may let it stand as a warning and as something that can be avoided when we better understand the motivations of the people with whom we work.



# Job Evaluation Discussion

The following letter was received from Karl P. Wirth, Industrial Relations Assistant, Pan American Petroleum & Transport Company, New York.

"In your article entitled "Job Evaluation Discussion" appearing in the May issue, you indicated that one of your correspondents had not been able to locate much information in the literature on the subject of simplified job evaluation except the articles by Dr. Lawshe of Purdue University. However, you stated that a good deal had been done which had not been reported.

"For some time I have followed the writings of Dr. Lawshe in which he has been promoting the idea that the same results could be achieved with fewer job factors than are now used in many job evaluation systems. In this connection I was particularly interested in your brief discussion in regard to a job evaluation plan which is supposed to utilize only three factors, i.e., "Knowledge", "Decisions", and "Responsibility".

"It is my opinion that a great many industrial relations people would welcome a fuller explanation of the application of the three factors in the actual evaluation of the jobs covered. It appears to me that in order to arrive at an adequate evaluation, it would almost be necessary to spell out in considerable detail the scope of each of these three factors.

"For example, under "Knowledge" the rater ought to know (1) the knowledge acquired in formal training, (2) knowledge acquired through experience in the trade or profession and (3) the complexity of job knowledge.

"The factor "Decisions" would also have to be analysed on the basis of its component parts in order to arrive at an equitable rating. Thus, it would appear that the rater would have to have detailed information on such items as (1) the type of judgment necessary in performing the duties of a given job, (2) the amount of supervision received, as such would indicate the amount of initiative and decisions necessary by the job, (3) the amount of supervision exercised, as such information would give some indication of the scope of authority that a job has over other jobs and the kind of decisions that are necessary in order to guide the work of others and (4) perhaps the amount of creative ability and resourcefulness required.

"Finally, it would seem to me that the factor of "Responsibility" would have to take into consideration (1) responsibility for employees, (2) for materials and equipment, (3) for cost control, (4) for assets and (5) for relationships inside and outside the company.

"Although the plan utilizes only three factors, it would seem that the evaluator will have to consider such sub-factors as I have indicated in the previous paragraphs in order to arrive at sound, defensible ratings

for each major factor, even though there is no provision for the assignment of values to such sub-factors. If I am correct in my analysis, it would mean that in reality the plan utilizes as many as ten or more factors.

"An explanation of the procedures involved in this three-factor job evaluation plan which I understand utilizes the factor comparison method would, I believe, be of interest to many readers of the Personnel Journal in order to shed more light on the subject of simplified job evaluation through the use of a small number of factors."

I will try my hand at an explanation of the way factors are used in the Factor Comparison method of job evaluation. To begin with, some writers have assumed that this method always employs the same factors, namely, Skill, Mental Requirements, Responsibility, Physical Requirements and Working Conditions. The fact is that *any* factors can be used, although the ones just mentioned are as good as any. In working with a large food company in the evaluation of high salaried positions (to nearly \$50,000 a year) it seemed advisable to re-define the factors so as to make them more applicable to these more complex positions. The outcome was the definitions which are given in one of the American Management Association publications of 1947, in a talk by Mr. B. B. Warren. These factors are essentially the same as the Skill, Mental Requirements and Responsibility that have been used for a long time, but they were called Knowledge, Decisions and Responsibility. The wording of these definitions is geared to high-level salaried positions.

In accordance with the principles of psychological measurement, factors for evaluation must meet the following tests:

They must be—

1. *Observable* and found in all jobs.
2. Exist in all jobs in *widely varying amounts*.
3. Capable of being *clearly described* in terms which are *generally understood*.
4. *Measurable* in order to mark differences between jobs.
5. *Independent* of each other.
6. *Parsimonious*, or the fewest possible to accomplish accurate measurement.

Some writers say that it is advisable to have some extra factors beyond the minimum number actually necessary, in order to make the plan "look good" to union and rank-and-file. Maybe so, but my experience with union and other installations to the number of over 70 is different. I have found that if you have a sound plan and know what you are doing that you can sell it "as is". A good method is to let the group suggest the factors that they think are necessary and then show that the four basic one will do the job satisfactorily, namely, Skill, Mental (or Decisions), Responsibility and Job Conditions. These can be slightly modified to suit the group, but not much.

A peculiarity of Factor Comparison is that the factors are considered as "wholes" and not as little pieces added together. For example; skill is know-how or *whatever* is required in the way of skill or knowledge in order to satisfactorily perform the duties of the job at minimum acceptability. But, since by this method we measure jobs by comparing one with others, it is necessary only to decide whether a given job requires more, the same, or less skill than another job. You are quite right when you say "it is necessary to spell out in considerable detail the scope of each of these three factors." However, it is *not* necessary to decide how much of any element of skill is required; but only whether all of the different kinds of "know-how" for one job are more, the same, or less than for another. And the time to acquire these skills is the basis of comparison, although it is not necessary to reach any conclusion as to what the time actually is; merely that it is more or less than for another job. This comparison is not simplified by pointing out that a unit of time is not the same for different kinds of skill. A month in learning to type may be worth less than a month in learning something else, because when you learn to type you cannot work seven hours a day at it and learn during all those hours. The comparison of skill for two very different jobs is a complex and subjective act, but the fact is that it can be done with a known degree of accuracy, as will be demonstrated in an article on Job Evaluation Reliability which will appear in *Personnel Psychology* in the Fall or Winter number.

It may help to point out that factors for Factor Comparison evaluation are the result of taking whole jobs and breaking them down into 3 to 6 factors, whereas in Point Methods, elements are defined that seem to be necessary for job performance and they are added together to make a whole job. The former process follows principles of Gestalt psychology and seems more rational, but that may be only my opinion. Much of the difference of view between advocates of the two methods relates to the intrinsic difference in the two processes of evaluating jobs. There is really only about one definite claim that can be made for factor comparison as against point systems; and that is that it is more flexible, in that *all* kinds of jobs can be measured with the same factors and the same scales. A good point plan will do the job just about as well as a good factor comparison, until you get over about \$8,000 a year. The basic difference in the two systems is that one uses external, subjective scales and the other uses other jobs as points on the scales. I think that Factor Comparison is a better all-around system or I would not have used it for all these years.

One more point: my experience shows that "sharp" definitions (which are differentiated from each other as clearly as possible) are necessary. Then the evaluators must be trained thoroughly so that they learn to use the definitions so skilfully that they all get the same result most of the time. For this purpose records of the accuracy of each evaluator are kept and it is these figures which will be given in the articles which will appear in *Personnel Psychology*. These figures show that an average committee will achieve maximum skill in three to six weeks at which

time they will submit exactly the same values 60% of the time and will submit values that differ by only one interval, on a scale with about 25 intervals, another 30% of the time. That leaves only 10% of the judgments with more variation than one interval. The differences between intervals on these scales are 15%, in all cases, which is the size of the interval which can be correctly estimated about 60% of the time. More about that another time. Which suggests that there is more to good job evaluation than merely a "good looking" scale. Meantime, have I helped or confused you? [Editor]

### How Many Factors Are Too Many?

Dear Mr. Hay:

I should like to comment on one point raised in your editorial, "Fallacies in job Evaluation" (February issue). You say that Dr. Lawshe shows clearly that job evaluation plans do not need eleven factors. Furthermore you state that it is obviously "wasteful" to use that many when three or four will give the same result.

I wonder if you have not overlooked a most important point—a point which Lawshe fully recognizes. Let me quote him: "There are *two* aspects of the total picture—the statistical fact and the attitude of those involved." I think you will agree that the most statistically perfect job evaluation plan is useless unless it is completely understandable and defensible—not only in the eyes of the experts and joint union-management committees, but in the eyes of any and all comers: foremen, shop stewards, and most important, every last worker affected by the plan.

I have worked with the NEMA and NMTA plan for seven years. During this time about all of the complaints and arguments in the book have come up as to why various jobs were not classified properly. I can truthfully state that not once do I recall a relevant item being cited which could not be shown to be covered by the plan to the satisfaction of the parties involved. On the other hand, specific cases are recalled when classifications were questioned on the basis of every item contained in the eleven factors used in the plan. An instance to illustrate this point comes to mind involving about 25 men employed in a spray-painting room in an aircraft plant. A most unfortunate accident occurred—an explosion which injured some personnel, damaged a lot of equipment, and resulted in the death of one man. The men who worked in the paint room requested a meeting. At the meeting, they questioned their job classification. They pointed out not only the hazards involved in their jobs, but the responsibility they shared for the safety of their fellows, for the equipment and assemblies in the area. We were able to discuss all of these items in terms of job evaluation and show where and how they had been taken into account in rating their jobs.

It may be that the abbreviated rating technique would do just as well, but could you satisfy the men? How would you explain the statistical process of factor analysis

to this group of painters? Would they be satisfied that the elimination of such serious items was legitimate?

It may be, but I doubt it.

For my part, I shall continue to "wastefully" consider them all and laboriously write up the data sheet which "gives the reasons for arriving at the score"—just like Mr. Landes.

Your editorial and the subsequent discussions have been most interesting and stimulating. It seems that job analysts are like preachers—they are all going the same place even though they may be on different trains.

Sincerely,

Dean Koelling

Wage and Salary Administrator  
KOPPERS COMPANY, INC.,  
Pittsburgh, Pa.

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### Can the Salary Values of Line and Staff Positions be Coordinated by Job Evaluation?

This question is asked by the head of an important staff function in a public utility company. But read what he says:

Dear Mr. Hay:

As a poor benighted statistician I want to throw a question into the pot for discussion.

We are concerned with the problem of fair and equitable salary treatment of supervisory people. Our management are not particularly sold on the merits of job evaluation at the supervisory level. We realize that one job cannot be evaluated by itself, but only in comparison with other jobs. We have, as I see it, two problems.

1. Our management is sincerely desirous that our supervisory level people should have been at least as well treated as our rank-and-file employees with respect to war and postwar increases.
2. They are equally concerned about the proper co-ordination of pay of all supervisory level employees, whether line or staff.

Our problem is further complicated by the fact that we have large numbers of difficult and highly important staff jobs. On the other hand, we have many more so-called "line" supervisory jobs, which have been traditionally higher paid on the theory that (1) they have to be on the "firing line" as far as the operation of the business is concerned, and (2) that they ordinarily supervise larger numbers of employees.

As a matter of fact, it works out that the so-called "line" employees are meeting situations which are to a large extent standardized and covered by routines and practices, whereas staff supervisors, in addition to the personnel situations with which they must cope in directing their somewhat smaller forces, are confronted with new and unique problems almost daily (on which there are no established routines or practices).

You may think that I am doing a bit of special pleading for the Statistical Department, which quite obviously falls in this category, but I can assure you that there are many staff specialists in the so-called "Operating" departments, the Public Relations and Personnel Relations Departments, and the Accounting Department, which are equally affected.

Our company has used as a basis for the relative evaluation on supervisory jobs the "line" organization of the largest operating department, all other line and staff jobs have been correlated on the basis of what might be termed "a little more or a little less" without (as I said before) any formal job evaluation.

When an analysis is attempted, the distinction between line and staff is quite indefinite. No logical basis seems to be available. In the operating departments, the basis of division seems quite distinct, but not particularly helpful. In the so-called "staff departments", the situation is hopeless.

The key point here, it seems to me, is "Is there *any* valuable purpose which is served by the differentiation between line and staff?" The line supervisor may have scores of sub- and sub-supervisors reporting to him and still never have an important decision to make that is not covered by standard practices (if he does, he probably refers it to his department head); on the other hand, the staff supervisor, who is constantly dealing with a great variety of problems, may not be able to handle more than three or four staff subordinates, none of whom may actually supervise the work of others, yet he must make many decisions which may have profound effects on company policy. In each case the duties of the supervisor mentioned are primarily concerned with overseeing the work of others.

I am hoping that someone may furnish the key to this dilemma. I know that there can be no absolute and final answer. As a business statistician my job requires research in many fields and I know that specialists in the personnel field may be able to point out a possible solution which has escaped me.

As a limited objective, if any of your experts can point out to me *any* real value of this "line" and "staff" distinction in a business organization, I may be able to go on from there.

Yours very truly,  
"Reader"

Evaluation of executive and technical positions is probably the most difficult task for users of job evaluation methods. It would be interesting to hear from readers who have had experience in evaluating such positions, particularly those at very high salary levels. Ed.

# Editorial Comments

## Personnel Research

A NEW feature appears in *PERSONNEL JOURNAL* for the first time this month, under the heading "Personnel Research". It will bring to the attention of busy, practical personnel and labor relations workers the latest technical reports on research in those fields. Every year more personnel workers are realizing the importance of the materials and methods in the fields of the social sciences. Psychology, Sociology and Anthropology are being drawn on more every year by those who are concerned with the problems that arise where people work together in groups. Oddly, but logically enough, Personnel Research would not be as useful without statistical measurement methods. Many personnel people have been slow to make use of scientific methods in Personnel Research because of the technical complications. It must be conceded that research in the scientific manner cannot be conducted on an amateur basis. The new column Personnel Research therefore does not attempt to reduce technical complications to simple terms. Its only purpose is to call to the attention of personnel workers the current research reports that may be of interest.

## Psychologists in Industry

ELSEWHERE in this issue, in the new department "Personnel Research", is an abstract of a report describing research on employee performance rating. The research was conducted at the Owens-Illinois Glass Company with headquarters in Toledo. This is one of the comparatively few industrial companies that has taken psychology seriously and made successful use of it. Under the leadership of M. M. Olander, Director of Industrial Relations, the company has built a strong personnel research staff of industrial psychologists. Dr. Bittner is Director of Personnel Research, with Dr. Rundquist as Assistant Director. Their paper is a technical discussion of some of the problems that arose in validating a test battery for use in hiring glass-container selectors. Every year more personnel leaders realize the importance of psychology in industry and make use of it.

## Group Dynamics in Industry\*

KURT Lewin in 1944 felt that Harwood Manufacturing Company's high rate of turnover might be a symptom of a feeling of failure by the worker. Subsequent research revealed that not a single one of 116 operators whose production had been rated above standard had quit during the previous month, whereas 28 of the 211 rated below standard had quit in the same period.

It was further found that turnover increased as the learner approached the stand-

\* From an article in "Occupations" for May 1948, by Alfred Marrow, President of Harwood Manufacturing Company.

and of an experienced worker and decreased sharply once the success feeling of exceeding the standard rate had been attained. For example:

|  |                |                       |     |
|--|----------------|-----------------------|-----|
| Monthly turnover among those who had reached | $\frac{1}{2}$  | the standard rate was | 10% |
| " " " " " " " "                              | $\frac{3}{4}$  | " " " " "             | 5%  |
| " " " " " " " "                              | $1\frac{1}{2}$ | " " " " "             | 8%  |

Once the standard rate was achieved, the turnover rate dropped to about 1%.

When trainees were encouraged to set up easier temporary goals the general turnover rate for the plant dropped 50%.

Mr. Marrow reports further that they found a close relationship at Harwood Manufacturing between turnover and recent transfers. Among operators who have not been transferred recently, the average turnover is nearly 4½%. Among recent transferees, the monthly turnover is about 12%. No definition of recency is given in the article. All operators seems to fear the prospect of being transferred and immediately resist it when it is proposed. The typical resisting employee withstands "prestige" suggestions by an experienced psychologist, by the personnel manager, by the plant manager, by the president of the company and by a combination of these. The resister is impervious to facts and logic. Harwood experiments showed that whereas persuasion and reason failed, participation of management in research, and participation of supervisors in group discussion and in decisions, **SUCCEEDED**.

This report strongly supports those who regularly employ the conference method of management.

Willard Tomlinson

## Articles This Month

Mr. F. C. Smith, who has written before for **PERSONNEL JOURNAL** from the point of view of the rank-and-file member of a labor union, writes again this month to ask whether it is not management's fault when a plant is organized. He gives examples to help show the need for making labor a "member of the team". Dr. Leo F. Smith and his associate, Laurence Lipsett tell of the successful way in which the Rochester Institute of Technology helps the industries of Rochester, New York in personnel problems by providing psychological services with which the industries themselves are not now equipped. Guy W. Wadsworth, Jr., of the Southern Counties Gas Company of California presents the third of his series of six articles describing the Field Review Method of Employee Evaluation and Internal Placement. This method has been used successfully in his company for many years and was adapted by Wadsworth for use by the War Department during the War in its supervision of the operation of many plants making munitions. Roy Walls of the Bridgeport Brass Company tells an interesting story, illustrated by numerous examples. He thinks that when a supervisor finds it necessary to crack down on his force with disciplinary measures that it is more than probable that he has failed to understand and properly handle his force. Many letters have been received on job evaluation. Extracts from a few of these letters appear under the heading "Job Evaluation Discussion". Unfortunately there is not room for them all.



# Personnel Research

Articles and books will be mentioned here which report the results of research on subjects of interest to personnel and labor relations people. The Editor will be glad to have such material called to his attention for listing here.

*An analysis of Grievances and Aggrieved Employees in a Machine Shop and Foundry.* By, Arthur C. Eckerman, Purdue University. *Journal of Applied Psychology*, June 1948 32, 255-269.

This is a detailed study of the way in which two groups of employees in a large Midwestern metal manufacturing plant differed. One group was composed of individuals who had filed one or more grievances (the aggrieved ones), and the other group of employees who had not filed any grievances. It was found that the two groups did not differ in such things as education or age. Differences which were highly significant (statistically) were, for example: aggrieved employees averaged longer service, started at lower rates but were higher paid at the time of this study, etc. The most frequent grievances were filed for pay (30%) and next came those concerning jobs and work (28%). Many other differences were found between the two groups. The study is suggestive of improvement in labor relations that would result from similar careful studies, aided perhaps by opinion surveys and specially designed training or information services. The study was directed by Dr. Joseph Tiffin, whose own work is well-known in industry.

*The Reliability of Job Evaluation Rankings.* By Philip Ash, The Pennsylvania State College. *Journal of Applied Psychology*, June 1948, 32, 313-320.

So little has been written on the reliability of job evaluation methods that this excellent study deserves particular attention, especially by users of job evaluation methods which employ points and factors. The questions dealt with are the closeness of agreement between ratings of the same jobs made by different raters, and the differences in consistency of the ratings of different factors. Unfortunately the unit of measurement employed—the coefficient of correlation—is one familiar only to those trained in the statistics of measurement, and in addition is a statistic not well suited to this particular task. It brings from the author such unscientific comments as "Analysis . . . suggests that . . . a very high degree of consistency in job evaluation ratings may be obtained." What is "very high"? It seems to mean coefficients of correlation of from .81 to .94 in one set of data and from .66 to .98—not counting one of .25—in another. Other studies now in preparation will show that coefficients below .90 are not actually "very high" and will indicate other more useful ways of measuring reliability of job evaluation ratings. In spite of the imperfections mentioned this is the best study of job evaluation reliability yet published and is on a problem that must be given more consideration in the future. The almost total

disregard of reliability of evaluation plans means that personnel workers, for the past twenty and more years, have gone ahead using such plans with blind faith in their dependability. Such innocence must give way to rigid tests of the soundness of the results.

*Using Ratings to Validate Personnel Instruments: A Study in Method.* By Edward A. Rundquist and Reign H. Bittner, Owens-Illinois Glass Company. *Personnel Psychology*, Summer 1948, 1, 163-184.

Employee ratings are deceptively easy to make and rating plans are equally simple looking to construct. Strict statistical analysis of the results of such ratings often proves their weaknesses. This report tells of some of the difficulties encountered with employee ratings. It is a technical report on some of the problems that arose in validating a test battery for hiring glass container inspectors. The tendency of the foremen-raters to allow their judgments to be colored by long service of employees being rated was most disturbing. Several alternative methods were employed in an attempt to eliminate the influence of long service. The authors evidently did not try a method successfully used at the Washington (D. C.) Gas Light Company by Arthur C. Laney, under the direction of Dr. Morris E. Viteles. That was to arrange employees by length of service into several groups and then rate within each group. This was done in such a way as largely to neutralize years of service.

*Sales Personnel Research, 1935-1945: A Review.* By Earle A. Cleveland, a civilian personnel officer, U. S. Army. *Personnel Psychology*, Summer 1948, 1, 211-256.

The problem of selecting salesmen is one that has attracted a very great deal of attention, probably because of the high rewards for successful methods. Many well-trained psychologists have been attracted to this rewarding field of research, as have many amateur psychologists and some outright quacks. So far no simple fool-proof formula has been discovered and the author thinks that prediction of sales success will remain elusive. He says "The problem of isolating reliable and representative criteria remains a paramount issue. Emphasis will undoubtedly continue to be placed upon (1) standardized and evaluated application blanks; (2) "diagnostic" or "patterned" interviews; and (3) standardized tests and inventories." This is a valuable review of the reported studies of the ten-year period from 1935 to 1945 and lists no less than 156 references.

*Psychologists in Industry.* By Ralph A. Canter, Ohio State University. *Personnel Psychology*, Summer 1948, 1, 145-162.

This is a report on the answers to twelve questions given by 103 psychologists actually working in industry, or as consultants to industrial companies. The more interesting questions deal with the exact duties and work done, the preparation required and salaries attained. "In general, psychologists in industry appeared to be critical of existing doctoral requirements," was one summary by the author and "The future of psychology applied to industry appears to be very bright. . . consider-

able shortage of competent personnel exists and probably will continue for some time." was another conclusion drawn from the replies.

*On the Validity and Reliability of the Job Satisfaction Tear Ballot.* By Willard A. Kerr, Illinois Institute of Technology. *Journal of Applied Psychology*, June 1948, 32, 275-281.

The validity and reliability of attitude surveys are, like the same characteristics of employment tests, matters of critical importance. They are usually not considered by personnel workers not trained in methods of psychological measurement, yet they determine the dependence that can be placed on the entire survey. By validity is meant whether the test actually measures the thing it purports to measure and by reliability is meant the consistency with which a test will give the same answer. This paper describes a study of validity and of reliability of an industrial measure of job morale.

*Methods for Determining Patterns of Leadership Behavior in Relation to Organization Structure and Objectives.* By Ralph M. Stogdill and Carroll L. Shartle, The Ohio State University. *Journal of Applied Psychology*, June 1948, 32, 286-291.

The problem of studying and judging leadership in industry and other organized groups and for selecting and training persons who will exercise it are of great concern and vast importance to executives and personnel workers. So far very little has been accomplished. The Personnel Research Board of Ohio State University has undertaken a series of studies under the title "Leadership in a Democracy." This brief paper touches on a part of one of these studies and is of first importance to anyone concerned with measurement and prediction of leadership.

*A New Readability Yardstick.* By Rudolf Flesch. *Journal of Applied Psychology*. June 1948, 32, 221-233.

Anyone concerned with personnel or labor problems is aware of the importance of speaking and writing simply and understandingly. "The Art of Plain Talk" by Rudolf Flesch shows you how to do this and has been a "best seller" ever since it first appeared. It has long been a guide to the Editor of PERSONNEL JOURNAL. Now Dr. Flesch reports an improved way of measuring readability and gives a formula for calculating it. The new formula is easier to use than the old and takes into account only two things: sentence length and the number of syllables per 100 words, or word length. He now presents another measure which he calls "human interest". This formula uses the percentages of "personal words" and "personal sentences". These two new readability formulas are a "must" for every house organ editor, writer of company policy statements and, indeed, for every worker in personnel and labor problems. Members of union headquarters staffs will want to use them, too.

*Journal of Applied Psychology.* Bi-monthly, \$6 a year; single copies \$1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

*Personnel Psychology.* Quarterly, \$6 a year; single copies \$2. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washington 9, D. C.

# The Editor Chats With His Readers

## **A Course in Audio-Visual Training Aids**

The City College School of Business, New York, will give a course in audio-visual training aids. It will begin September 17th and will consist of 18 two-hour sessions. Twenty-seven leading corporations participated in the first such course held in the Spring. Planning for the Fall course was participated in by 148 leading corporations. A result of the Spring course was the creation of a clearing house for information on audio-visual aids. Instructors for the course will include training men from such companies as Socony-Vacuum Oil, International Business Machines and Allied Stores. Information can be obtained from Dr. Robert A. Love, Director, at 17 Lexington Avenue, New York 10.

## **Employing Minorities Successfully**

The American Friends Service Committee at its headquarters in Philadelphia has just issued an eight page brochure designed as a guide to the successful employment of persons of differing racial, religious and nationality backgrounds. Among the questions answered are "What action should be taken if the management is willing to hire minorities but the employees are not?" and "Are there large national corporations which have employing minorities successfully?". The Friends Service Committee has worked on the problem of job placement for minority group members since 1938 and since 1945 has had a placement service. Copies of this booklet may be obtained from their headquarters at 20 South 12th Street, Philadelphia 7, Penna. While their efforts are centered largely around Philadelphia their success with this difficult problem may assist employers elsewhere.

## **Paid Holidays for Production Workers**

A recent survey shows that the trend toward paid holidays for production workers is continuing. The National Industrial Conference Board recently conducted a survey covering one hundred contracts. In 78 of these contracts pay is provided for holidays even though no work is performed. The report includes a survey of holiday overtime rates. Of the one hundred contracts examined by the Board, 42 were with the CIO, 40 with the AFL and 18 with independent unions.

## **October Conferences**

October is a big month for personnel conferences, as a glance at the "Conference Calendar" will show. Three West Coast meetings are scheduled this year. Be-

sides the fixture at Palm Springs there is the always outstanding conference of the California Personnel Management Association under the dynamic Everett Van Every. And this year there will be meetings of the Cleveland Personnel Association, the annual affair of the Civil Service Assembly in Ottawa, the NOMA party at New Orleans and the SAM program in New York.

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### **Training College Graduates in Industry**

The National Office Management Association has just published a Survey Summary on the Training of College Graduates in Industry. It was prepared by Bernard J. Kochler of the Business Methods Department of the Western Electric Company, who is also an instructor at Johns Hopkins University. Copies may be obtained from NOMA at 12 East Chelton Ave., Philadelphia 44, Pa.

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### **More College Personnel Courses**

Paul R. Anders, Dean of Fenn College, Cleveland, calls attention to the courses in personnel subjects given by the college. Special attention is given to evening students.

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### **Cost of Living**

Princeton University Industrial Relations Section has just issued a four-page bulletin listing nineteen titles covering cost of living indexes and budget studies in wage adjustments. Copies may be obtained for ten cents each.

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### **Tom Spates Honored**

Tom Spates, Vice President, Personnel Administration of General Foods Corporation has been awarded the first annual award of merit "for outstanding achievement in the field of personnel relations", conferred on him by the New York Personnel Management Association. Chairman of the Association was Mr. Ernest de la Ossa, Personnel Director, National Broadcasting Company, New York. Most personnel and labor relations people are familiar with Tom Spates' outstanding record. Like many another successful personnel man he began life as an engineer. Your Editor was another. As a matter of fact Tom and I were at Cornell studying engineering at the same time. In those days there was very little else to study for one who wanted to combine scientific training with application in the field of human relations. Personnel courses and Personnel Directors were virtually unheard of at that time and there were very few business administration courses. It would be interesting to know how many engineers are now devoting their lives to the Personnel field. Tom Spates is going to publish a small book very soon. It will be called "The Scope of Modern Personnel Management" and will be published by Funk and Wagnals. In view of Tom Spates' considerable experience this book will be important for personnel men.

### **Compulsory Retirement**

For a large proportion of the working population, the approach of retirement is an important matter. The National Industrial Conference Board has recently surveyed the compulsory retirement feature of pension plans. Most of the Companies surveyed have formal retirement plans and seven out of ten of these firms have a compulsory retirement policy.

However, about half of this group say that they do not adhere rigidly to the compulsory retirement policy. Many anticipate returning to the forced retirement provision at an early date. Only three of the Companies have conducted opinion surveys to find what the attitude of employees is towards the forced retirement. In most cases the attitude is favorable. As might be expected the dissatisfaction comes chiefly from employees nearing retirement age. Psychological preparation for retirement is a regular practice in most of the Companies. This is an important element in employee acceptance of such a provision.

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### **Palm Springs Conference**

Every year a few fortunate Easterners get the benefit of a three-day stay at Palm Springs, a famed California winter resort. The annual conference will be held there this year as usual on October 25 to 28 by the Merchants and Manufacturers Association of Los Angeles under the guidance of "Mac" McKeand. The conferences are run on the discussion plan. Participants meet in groups of 25 under the leadership of outstanding chairmen.

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### **Useful Publications**

American Management Association issues many publications, the greater number of which are the texts of the addresses made at the various conferences held by the Association. "Increasing productivity in Factory and Office" is the title of a recent 8-page leaflet containing names and prices of a great many of these addresses and articles. They can be obtained, both by non-members and members of the association, by writing to 330 W. 42nd Street, New York 18, N. Y.

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### **Aptitude Testing for Textile Workers**

A Canadian reader would like some help on Aptitude Testing. He would like to know where he can find information that would help in the selection of production workers in cotton textiles. His Company, The Cosmos Imperial Mills Ltd. of Hamilton, Ontario and Yarmouth, Nova Scotia, manufactures cotton duck and cotton dryer felt. He hopes someone can suggest sources of information on aptitude tests for the selection of spinners, doffers, weavers and other textile skills. Anyone who has suggestions should write to Mr. L. S. Mushkat, Personnel Department of Cosmos Imperial Mills Ltd., Yarmouth, Nova Scotia, Canada.

### **"Jobs In Industrial Relations"**

"Jobs in Industrial Relations" is the title of a confidential report by the Industrial Relations Centre at the University of Minnesota in Minneapolis dated April 1948. This report covers five union jobs and fifteen management jobs based on questionnaire data collected in the latter part of 1947. 570 replies were received of which two-thirds were from companies employing more than 3500 workers. The information covers school courses considered most worthwhile for the job, personal data, a description of the duties and the salary range. Dr. Dale Yoder is responsible for this study which was conducted under the immediate direction of Philip H. Kriedt, Research Assistant.

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### **Reprints Available**

There is a small supply of reprints of various articles that are now on hand which may be purchased at 10¢ each.

"Psychological Factors in Accident Prevention" by Dr. Alfred J. Cardall

"Employee Performance Rating" by Dr. Alfred J. Cardall

"Duties of the Office Supervisor", The Pennsylvania Company for Banking and Trusts

"How Efficient are Your Hiring Methods?" by Robert N. McMurry

"The Attitude of the American Federation of Labor on Job Evaluation" by Edward N. Hay

The following reprints may be purchased at 5¢ each.

"Use Plain Words, Not Fancy Ones"

"Getting a Job is a Job"

"I Like People"

"Colleges Offering Courses in Personnel Subjects"

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### **Jobs For Older Workers**

Finding jobs for older workers was a very acute problem in the depression of the 1930's. This is always something of a problem for the displaced older worker, regardless of his capacities and experience. The Federation Employment Service at 67 West 47th Street, New York 19, N. Y. has been organized to conduct a job campaign for middle-aged and older workers. A five-page mimeograph has been received outlining the objectives and giving other information about the Federation Employment Service, which is a non-fee charging placement and vocational guidance service. Mayor William O'Dwyer is one of the sponsors and the Honorary President is Paul F. Warburg. The leaflet makes a good case for the good qualities of many older workers and was written for the purpose of acquainting employers with the Federation Employment Service and its file of older workers.

### **Reverse Communication!**

A distinguished engineer who is one of the top officials of a great corporation is said to have remarked on one occasion to a group of shop workers that "it requires a whole year for a decision by our Board of Directors to get down to the men in the shop". This was supposed to be an indication of the importance of decisions which originated in the board. However, a workman not expecting to be heard, remarked "Huh, and how long does he think it takes an idea of one of the men in the shop to get up to the Board of Directors?" Quoted from "Personnel Service Newsletter" of the American National Red Cross, Washington.

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### **Minor Mental Illnesses**

"Industrial Nursing" carries an article in the March 1948 issue, "Recognition of Neurotic Illness by the Industrial Nurse". This article was written by Dr. Jean S. Felton, Medical Director, Monsanto Chemical Company, Oak Ridge, Tenn. and is a discussion of emotional disorders suffered by industrial workers and with suggestions for their detection by the industrial nurse, who is so frequently in touch with the workers in the course of her regular work.

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### **Industrial Editors**

Paul Ackerman, director of advertising and editor of The Carbuilder, Pullman-Standard Car Manufacturing company, has been elected president of the Industrial Editors Association of Chicago.

Other officers chosen for the 1948-49 year are: John H. Fisher, Chicago Transit Authority, first vice-president; Lora K. Briggs, Commonwealth Edison Company, second vice-president; Lee Sagers, Sears-Roebuck & Company, third vice-president; Gerry Buhler, Home Publishing Company, fourth vice-president; Mary Osborne, Quaker Oats Company, secretary; Barbara Zeigler, Simmons Company, treasurer.

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### **First B. S. Degree In Labor Relations**

Rockhurst College in Kansas City, Missouri, is the first college to confer the degree of Bachelor of Science in Labor Relations. This comes after a nine-year experiment in trade union education. A Jesuit priest, the Rev. John C. Friedl, introduced the course, which became a full college course in 1944. The first two degrees go to a 34-year-old labor leader, Floyd Early, and a former boilermaker, John B. Schmidt. The course deals with labor-management philosophy, ethics, labor law, negotiating, job evaluation and wage policies, and many other elements of industrial relations. There are 150 students enrolled in the course.



# Book Reviews

ORGANIZATION AND MANAGEMENT by Chester I. Barnard. Harvard University Press, Cambridge, Mass. 1948.

The more serious student of administration, and of that phase of administration known as organization, will welcome *Organization and Management* by Mr. Chester I. Barnard, President of the New Jersey Bell Telephone Company. Mr. Barnard described his earlier book, *The Functions of the Executive*, as an arrangement "for orderly presentation of hypotheses which I had gradually constructed concerning the executive processes, which are specialized functions in what we know as organizations."

*Organization and Management* consists of selected papers written by Mr. Barnard between 1935 and 1946. The jacket states that the new book "forms a valuable sequel" to *The Functions of the Executive*. In the opinion of this reviewer, it is more than a sequel; it is essential supplementary reading for all executives, and all students of Mr. Barnard's earlier book. The new book clarifies the author's thinking that led to some of his conclusions in the older book, and throws new light on the relationships among people who work together.

In *Organization and Management*, the chapters are arranged in the order of their dates of original publication, which results in a lack of continuity. On the other hand, one can trace the trend of the author's thinking over an eleven or twelve-year period and understand how this trend might lead up to *The Functions of the Executive*, even though the older book was published before the date of some of the papers.

Unfortunately for business readers Mr. Barnard writes with a scholarly style that many busy executives will find tedious. He makes the reader work for what he gets. It does seem as if the same end could have been achieved in language that would have been more acceptable to the average business executive.

The nomenclature used in both books is quite different from that found elsewhere in the technical literature of organization and administration. For that reason, much space is occupied with definitions of the new nomenclature and the reasoning that lies behind the definitions.

The new book starts with a chapter defining principles and basic considerations in personnel relations and in which the author reaches the conclusion that "progress in personnel relations involves recognition that the development of the individual employee is of first importance, to which must be added chiefly the promotion of the will to collaborate."

In the second chapter, the author discusses certain "Dilemmas of Leadership in the Democratic Process"; and in the final paragraph of this chapter has written a sentence which should always be borne in mind when we talk about democratic processes. "The democratic process either in government, or in innumerable other organizations in which it may be used, depends upon leaders strong enough to maintain their ambition under its perplexities, patient to endure its restraints, proud to be

foremost among the free, humbly loyal to the humble, wise enough to seek service above the illusions of power and the futilities of fame, willing to be bravely spent in the long span of marching events."

Following a chapter which is an account of the riot of the unemployed at Trenton, New Jersey in 1935, and which serves as an illustration of the type of leadership needed in a critical situation, the author discusses in the fourth chapter "The Nature of Leadership." In discussing the nature of this so frequently demanded executive quality, Mr. Barnard sets a goal toward which all individuals in executive capacities may well aspire. The chapter is one of the most inspiring in Mr. Barnard's writings.

The fifth chapter having to do with "Concepts of Organization" is primarily one for the student of organization and not for the so-called practical executive, who has little time for theory or "concepts." This remark is directed at the content of the chapter, not to the manner in which it is written. Actually, it is perhaps the most clearly written chapter in the book, and should be made required reading for all executives who must recognize that in order to coordinate, they must have some basic concept of organization. At the end of the chapter appears an outline of the theory of formal organization on which *The Functions of the Executive* was constructed.

The two following chapters, "On Planning for World Government" and "Freedom Under Planning", can be read with profit by all individuals who have a sincere concern in our domestic or international problems in these days of trends toward statism and socialism. By reading "between the lines" the reader realizes that sound planning in management can not be carried out without some sacrifice of the individual and individual freedom.

After an informative discussion of "Education for Executives" in Chapter VIII, the author concludes the book with a chapter on "Functions and Pathology of Status Systems in Formal Organizations." This chapter, brings out considerations that have previously been lacking in the literature on administration, and suggests a new solution of problems arising out of the need for coordinating the efforts of individual members of cooperative teams. He points out that because individuals must be given different status in organizations in order to meet the need for coherence and coordination, the flexibility and adaptability of the organization itself is greatly reduced. The author calls to our attention that while "both functional and scalar systems of status are necessary" to organizations, "interests are generated by or within such systems" which force them to varying degrees of "rigidity, lack of correspondence to real merits and real needs," and other faults that should be recognized by those who worship well but none too wisely at the shrine of organization controls and organization structure.

In conclusion, the many people who have found *The Functions of the Executive* of value will find Mr. Barnard's latest book essential to a complete understanding of that earlier one. It is less a sequel than a clarification and supplement.

Samuel L. H. Burk  
Pittsburgh Plate Glass Company

**PERSONNEL AND INDUSTRIAL PSYCHOLOGY.** By Edwin E. Ghiselli and Clarence W. Brown. New York: McGraw-Hill Company, 1948. 475 p. \$4.50.

This is a college textbook, although the authors state that they hope it will meet the needs "of university students and of those in business, industry, and labor, who desire to obtain a foundation in the basic principles involved in the application of scientific psychology to problems of the worker."

The book is hard to read. Sentences are often long and unnecessarily involved. There is a tendency to be wordy and bookish. The title of the book creates interest. You want to know the meaning of both personnel and industrial psychology. The authors, however, make no distinction. After reading the book you may still wonder which of it is industrial psychology and which is personnel psychology. This book contains a lot of good information, reviews of research and a summary of the literature if one will dig it out. A valuable list of references is included at the end of each chapter.

The introductory chapter presents the problems of the scientific study of human factors in industry. Three chapters deal with job and worker analysis, proficiency on the job, and rating methods. Four chapters present procedures for selecting workers for jobs through interview and personal-data analysis, and psychological and employment tests. Three chapters explore the definition, meaning, conditions, productivity, and methods of effective work and design of equipment. It is questionable if the chapter on effective methods of work and design of equipment belongs in this book since it presents much of the material usually handled by industrial engineers. Two chapters on industrial training present psychological principles and methods. These chapters could well be omitted, for the material is adequately covered in many training texts. There are good chapters on safety, monotony, and worker morale.

Even though the chapter on effective methods of work and design of equipment may belong exclusively to the books on industrial engineering or motion and time study, the authors have, nevertheless pointed out the difference between time and motion analyses and time and motion economy. They express the psychologist's criticism of time and motion economy, especially the atomistic conception of human behavior. The implication here is the importance of individual differences. Time and motion experts have been inclined to neglect this important psychological fact in their attempts to find the "one best way." The one best way may result because the worker himself possesses certain individual abilities which he, of his own accord, applies to the job.

Ghiselli and Brown play down the importance of vision in safety. For example, on page 400 they state, "Among industrial workers, Tiffin has compared the accident rate of workers who failed various visual tests with that of workers who passed such tests. His results, given in Table 100, show that deficiencies in acuity, distance perception, and phoria (distant vision) are associated only to a small extent with accidents. Since similar results have been found in the transportation industry, it is

apparent that visual skills do not seem to be important factors in accident causation." Statements like the above are misleading. This reviewer looked up the reference in Tiffin's book. Tiffin's interpretation is the exact opposite, namely, that visual skills *are* important factors in accident causation. He makes this statement, "The results of these several studies clearly reveal the relationship between vision and accident experience."

In spite of weaknesses the book is a valuable addition to the literature of industrial psychology.

Lawrence G. Lindahl  
The Todd Company, Inc.

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### SITUATIONS WANTED

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# PERSONNEL Journal

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## OCTOBER

- 19-20 San Francisco  
*California Personnel Management Association.* 20th Pacific Coast Management Conference. Everett Van Every, Flood Bldg., 870 Market Street, San Francisco.
- 20-22 Cleveland, Ohio. Hotel Carter.  
*Cleveland Personnel Association and Cleveland Chamber of Commerce.* Northern Ohio Personnel and Executive Conference. 400 Union Commerce Bldg., Cleveland 14.
- 25-28 Palm Springs, California.  
*Merchants & Manufacturers Association, Los Angeles.* Annual Personnel Conference. Chas. McKean, 725 So. Spring St., Los Angeles.
- 26-27 New York. Hotel Pennsylvania.  
*American Management Association.* Office Management Conference. Write AMA, 330 West 42nd St., New York 18.
- 28-30 New York. Hotel Pennsylvania.  
*Society for the Advancement of Management.* National Annual Conference. Write S. A. M., 84 William St., New York 7.

## NOVEMBER

- 4-6 Portland, Oregon. Multnomah Hotel.  
*Pacific Northwest Personnel Management Association.* Tenth Annual Conference. A. C. Howard, P.O. Box 3618, Portland 8, Ore.
- 8-9 Chicago. Hotel Drake.  
*National Association of Suggestion Systems.* Annual Fall Conference. F. A. Denz, Pres., 112 S. Michigan Ave., Chicago 3.
- 8-9 Chicago, Hotel LaSalle.  
*The Council of Profit Sharing Industries.* Annual Meeting. Write 1600 Roxbury Road, Columbus 12, Ohio.
- 17-19 Pittsburgh. Mellon Institute.  
*Industrial Hygiene Foundation of America.* Annual Meeting. John F. McMahon, Managing Director, 4400 5th Ave., Pittsburgh 13.
- 18-19 Chicago. The Drake.  
*American Management Association.* Annual Production conference. AMA 330 W. 42nd St., New York 18.
- 18-20 New York. Hotel Commodore.  
*National Metal Trades Association.* 49th Annual Convention. "Management Leadership in Industrial Relations." Homer D. Sayre, 122 So. Michigan Ave., Chicago.

Executives, Foremen and Union Officials should know exactly what is in the labor contract. But how can you be sure they do? Here is how a manufacturing company constructed a test to find out, following a five-session training course. *Surprise*—management men knew only two-thirds of the answers, on the average. Union men did much better.

# Know Your Labor Contract

BY ROBERT C. ROGERS, Richardson, Bellows,  
Henry & Company, New York.

ONE of the most important factors in successful labor relations is a thorough understanding and a uniform application of the terms of the Company-Union Agreement. Ignorance of the meaning and intent of the contract provisions is directly responsible for many of the misunderstandings, grievances, and stoppages (and the consequent loss in time, wages, production and morale) which continue to plague some companies. Unintentional contract violations, inconsistencies in the settlement of similar grievances, procedural errors, and many of the other factors underlying such difficulties are traceable to this same source.

Recognizing this, many companies have established formal training programs devoted exclusively to the union contract, related company policies, and pertinent legislation. In rare instances, such training has been successfully sponsored and conducted by a joint management-union committee. In many organizations, the training program is followed up and supplemented by grievance clinics, policy manuals, periodic review sessions, and a number of other techniques designed to keep the operating staff fully informed.

Formal training in the interpretation and administration of the agreement is, of course, one of the minimum essentials of any program designed to ensure that the labor relations function is properly carried out. However, training alone is not enough. By itself, training does not guarantee a thorough knowledge of the agreement or an understanding of its content, and cannot ensure that its terms will be uniformly applied by all persons involved. Some method for evaluating the effectiveness of the training and for measuring the individual's knowledge and progress must be incorporated into the program in order to determine the extent to which the goals of the training are being realized. Too often management just "trains and hopes," relying solely on subsequent labor relations experience to provide the basis for such evaluation. And, too often this subsequent experience consists of recurring

crises, grievances, renegotiation sessions, time-consuming investigations, or more serious labor trouble.

Objective examinations, properly constructed and analyzed, offer the simplest and most practicable method for evaluating the effectiveness of the training program. Results of such tests enable management to isolate many of the potential sources of labor difficulties and to take the necessary remedial actions before a crisis arises. This paper describes a program which made extensive use of such tests and illustrates the types of information which they provide.

### THE TRAINING PROGRAM

Before discussing the test results, it is advisable to present a brief summary of the essential features of the training program. Following the termination of contract negotiations, copies of the new agreement were distributed to all superintendents, foremen, supervisors, and personnel department employees who would be concerned in its administration. Instructions were issued at the same time advising them of the conference schedule and requesting that they study the contract thoroughly and prepare a list of all questions which they wished to have discussed during the conference sessions. Five conference groups were scheduled to begin the following week.

Conference leaders for these groups were selected from those members of management's negotiating committee who had attended all negotiation meetings. Conference outlines and materials were reviewed with the conference leaders prior to each new meeting.

The principal subject matter for these conferences was the contract itself. The exact wording, meaning, and intent of every provision was covered in detail. Where possible, relevant (non-contractual) company policies, minutes of negotiations, pertinent state and federal legislation and case histories were systematically introduced into the discussions.

### THE PLACE OF TESTING

Conference participants were advised during the first training session that an examination would be held upon completion of the program and that their scores would be recorded as part of their personnel record.<sup>1</sup>

The first test administered was a one hundred item, objective examination, made up chiefly of the "true-false" type of question. These questions were selected and written in such a way that (a) each provision in the contract was represented in the test by one or more items, (b) the question retained, insofar as possible, the exact language of the contract, and (c) each question was a statement of fact with a single correct answer.<sup>2</sup> "Trick" technical issues and unimportant details were not included. All testing was completed during the first week immediately following the last conference session.

<sup>1</sup> Since there was no interest in this case in "gain" scores or "change" due to training, no "pre-test" was administered.

<sup>2</sup> In addition to true-false items, several ambiguous (two-answer) questions were included (but not scored) to prompt discussion during the review sessions.



About this time, the purpose of the tests was discussed informally with the President of the Local Union and the Chairman of the Grievance Committee. They were persuaded to take the examination also and to ask other union representatives to do so on a voluntary basis. All scores for union officers and committee-men were kept confidential and were used for comparative purposes only. When the statistical analyses were completed, their papers were returned and discussed with them individually.

### WHAT THE TEST REVEALED

All examinations were scored on a "number right" basis. They were further analyzed to determine the number of right and wrong answers to each question and to clusters of questions which related to the same contract provision. These analyses also made possible a comparison of the five conference groups and the relative standings of union and management representatives.

Since the statistical data in this instance can be of only local significance, they are not presented in detail. The primary purpose here is to discuss the major practical conclusions drawn from these analyses and to indicate the administrative actions which were planned on the basis of these conclusions.

1. *The factual content, meaning, and intent of the contract provisions were neither thoroughly nor uniformly understood by management representatives.*<sup>3</sup> Scores on the test ranged from 44 to 88 right out of a possible 100. The average score for all conference participants was 68. Knowing only about two-thirds of the provisions of a contract is intolerable. No contract can be administered accurately and uniformly throughout the plant when the primary people involved don't know what it says and do not interpret it in the same manner.

Practically, these results indicate that the training program had not accomplished its goals. In day-to-day operation it indicates that the contract will be improperly interpreted and applied by certain management representatives and that the same complaint or grievance will be handled differently in different departments. The upshot of these circumstances will be interminable "pow-wows" on the floor, formal grievances, accusations of discrimination or contract violation, time-consuming investigations, and the establishment of precedents which are contrary to the intent of the agreement and which will be hard to live with.

2. *Test scores (and subsequent follow-up) for individual foremen and supervisors indicated that some of them were thoroughly unqualified to handle the labor relations phase of their job.*<sup>4</sup> Certain individuals displayed so little knowledge of the agreement and of labor relations in general that they were almost certain to make costly errors if they attempted to make decisions in labor relations matters. Or, they would continue to refuse to handle such problems and burden their superior or the personnel department with every complaint arising in their department.

<sup>3</sup> This despite the fact that approximately 60% of the contract provisions in the "new" agreement were identical with the "old" contract which had been in effect for the past three years and with which everyone should have been thoroughly conversant.

<sup>4</sup> Although this result overlaps the first one discussed, it poses an individual rather than a group problem and is therefore discussed separately.

3. *Certain of the contract provisions were almost uniformly misunderstood or misinterpreted by all conference participants.* Clearly, such clauses had been improperly phrased when written into the final agreement. Although apparently understood during the negotiation sessions, the final wording of the provisions had completely obscured their meaning and intent. However, it is also clear that the conference leaders had done little to clear up the ambiguities and had failed in their job of explaining the agreed-upon intent of these clauses. Obviously, immediate steps must be taken to re-write and re-explain such clauses if future difficulties are to be avoided.

4. *The conference groups differed from each other with respect to their understanding of the contract.* Certain questions and groups of questions (provisions) missed by a large percentage of one group were not missed by others and vice versa. This reflects a possible difference in conference leadership. Perhaps each leader had tended to emphasize different sections of the agreement and, consequently, had neglected other sections. Such differences generate rather than decrease the lack of uniformity among the trainees.

5. *Union representatives taking the test differed markedly from the conference participants (management) in their interpretation of certain of the provisions.* Such differences are the greatest single source of labor difficulties in the day-to-day handling of complaints. In some cases, these differences reflect only a continued resistance to certain compromises made during negotiations. Others, however, reflect a real divergence of opinion with regard to the intent of the particular clause involved. In these latter instances, immediate steps should be taken to arrive at a mutually acceptable interpretation of the disputed provisions.

6. *Union representatives had a more thorough knowledge of the agreement than management personnel.* The average score for the union group was higher than that for management, and the lowest score made by a union representative exceeded that made by 60% of the management group. This may be accounted for in part by the fact that all of the union men taking the test had been present during the negotiation meetings, while only a few foremen and supervisors had participated in any of them. Nonetheless, it is essential that management representatives have at least as thorough a working knowledge of the agreement as grievance committeemen and stewards if they are to properly perform their job.

#### FOLLOW-UP OF THE TEST RESULTS

It is apparent from the above results that the goals of these initial training sessions had not been attained. After a thorough discussion of the problem, the following follow-up procedures were decided upon.

1. Additional training conferences were immediately scheduled for all persons participating in the first part of the program. To take account of the variance due to the conference leaders, each leader was assigned a different group in these follow-up sessions. The test papers were returned to the conference participants to serve as a basis for discussion in the review sessions. Each item on the test was

taken up individually and discussed along with all related provisions of the contract and relevant non-contractual company policies. New objective tests (containing some of the "old" items) and "case-history" examinations were to be administered at various stages in these sessions. It was planned to continue the conference discussions and the testing until all participants had a thorough (nearly perfect) working knowledge of the agreement.

2. The preparation of a more complete, non-technical "re-write" of the contract was begun. In re-writing the agreement, it was planned (a) to avoid as much of the technical and legalistic phraseology as possible, (b) to include more explanatory material on the meaning and intent of the provisions, (c) to provide a question-and-answer section made up of the issues most frequently raised during the conference sessions, and (d) to provide illustrative examples and diagrammatic materials where possible.

3. It was planned to provide individual counseling and guidance for those persons who did not respond adequately to continued group training. Should such individual treatment prove fruitless, it was decided either to relieve the person of his position or to provide him with an assistant to handle the personnel phases of his job.

4. It was planned to schedule "re-negotiation" meetings with union officers to discuss and clarify those points on which a *real* difference of opinion existed between management and union representatives.

5. A continuing follow-up program was designed to keep foremen and supervisors acquainted with current developments. *Grievance Clinics* were planned to discuss the outcome of important grievances. Only precedent-setting cases, or those which were particularly illustrative of good and poor labor relations, were to be used as subject matter. A *Grievance Manual* was planned for issuance to all supervisors in which would be filed abstracts of all current settlements. And, a plan for supervisory participation in negotiations, grievance meetings, and contract writing was evolved.

### GETTING RESULTS

Objective tests have a vital role to play in the labor relations training program. It should be pointed out, however, that such tests will fail in their purpose unless extreme care is taken in their construction and evaluation. Every item must be unequivocal, written in understandable language, and free from other defects which plague most "home-made" tests.

Results discussed here clearly illustrate their use in measuring the effectiveness of the training program; in detecting potential causes of labor difficulties arising from lack of knowledge and understanding of the contract; in revealing additional data for use in evaluating the supervisor's ability to carry out his labor relations responsibilities; and in providing factual information for use in designing or planning future policies and procedures. The practical value of such results far outweighs the small cost involved in their construction and analysis.

Here is a plan for saving time and money in Job Evaluation, while at the same time stimulating interest by getting more employees involved in the evaluating program. Two precautions help to make it a success: jobs evaluated by the divisional committees must be compared with key jobs, factor by factor; and all divisional evaluations are reviewed by the central job evaluation committee.

# Job Evaluation by Divisional Committees

BY DOROTHY TIMM, International Resistance Company, Philadelphia

UNTIL very recently, we had a single Job Evaluation Committee here at the International Resistance Company. It was composed of eight members selected from the four main Divisions of our Company; two members from the Works Division, two from Accounting-Administration, two from Sales, one from Engineering and the Manager of Industrial Relations. This group evaluated all salaried jobs up to a specified grade whose maximum is approximately \$5,000. per year.

We now have five "Divisional Committees", as we call them: one for Engineering, one for Accounting-Administration, one for Sales, and two for the Works Division, since this last is large enough to need two groups handling different sections of the Division. Each Committee evaluates its own salaried jobs by means of the Factor Comparison method which we have used for the past five years.

Here is why we made the change. We, like some of the rest of you, have made quite a few cutbacks in our working force within the last two or three years. As the number of hourly employees dropped so did the salaried force. And, in addition, a great many of the salaried jobs changed radically as the smaller group of employees absorbed the work formerly done by the larger group. The writing of all new and changed job descriptions is, in our organization, handled by one individual who has other duties beside description-writing. So, as you can imagine, we were definitely behind the 8-ball trying to keep up-to-date. Something had to be done about it and the problem was "how."

We first considered the obvious solution of putting more than one person to work on the writing of the descriptions. But a limitation cancelled this solution.

We did not want to add anyone to the payroll and there was no employee available who had both the free time and the necessary skill. It was suggested that the Supervisors should write the descriptions for all jobs under their supervision. But this was not feasible since they already carried heavy schedules, having taken on additional duties as the number of salaried employees decreased. They just didn't have enough time.

### WE WROTE SHORTER JOB DESCRIPTIONS

There seemed no other solution except to simplify and shorten the job descriptions so that it would be possible for the Analyst to turn out more of them in less time. The descriptions which we had been using were rather lengthy affairs, containing detailed duties and separate sections devoted to the special listing of the mental effort, responsibilities and skills necessary to the job, as well as working conditions and physical effort involved. We had felt that these complete descriptions were necessary when members of the Job Evaluation Committee were doing the rating, for often these members knew little or nothing about many of the jobs except the information given them in the job descriptions. In order to shorten description writing time it would be necessary to eliminate the listings of responsibilities, skills, working conditions, etc., as well as reduce the amount of detail given in the write-up of specific duties. But, with this short form, would the Job Evaluation Committee members have sufficient information to rate the job fairly? That was the question, and our answer was that it would give adequate information *only* to the representatives on the Committee from the Division in which the job being described was located. Our organization is not very large and a Divisional representative could actually evaluate the jobs of those employees with whom he works with only a minimum of written information, or, for that matter, perhaps with no descriptions at all.

It is easy to see what our next step would be; for the answer to the above question was the key to our decision to try Divisional Committees. We thought that this might be a solution to the problem, and a reasonable one. It would certainly shorten description preparation time, since less detailed information would serve the purpose. While we were sure that the Divisional Committees could do the evaluation without descriptions, we did not wish to do away with write-ups, feeling that they are beneficial both for the employee and for our own use in determining when, and how much, a job had changed over a period of time. We also wanted the existing Central Job Evaluation Committee to continue to perform certain duties in the rating process; namely to review and approve the work done by the Divisional Committees. For this, some kind of description is necessary.

### THE FLY IN THE OINTMENT

You, the reader, have probably already detected a flaw in our divisional-rating system, so we might as well discuss here and now what we have done to eliminate

the effect of the weakness. The defect in this method, of course, lies in the lack of relationship between Divisions. For evaluations of divisional jobs are being made by separate groups of individuals. It would be quite possible for one of the Divisional Committees to rate their own jobs correctly in relation to each other, yet to rate them all high as compared with jobs in other Divisions. Another Committee, operating independently for its own Division, could maintain a fair relationship between their jobs, yet rate all of their jobs on the low side. This certainly would not be fair to the employees. To obviate this possibility we selected a group of key-job ratings made by the Central Job Evaluation Committee. These ratings were given to the Divisional Committees with instructions that they must relate the factor values which they selected for the jobs being rated by them to these key values. As key positions we picked jobs which were comparable from Division to Division; or, where there were not enough of these, jobs whose duties and responsibilities were fairly well known throughout the Company. In addition, we discussed the key positions with each Divisional Committee and gave any additional information they felt they needed.

#### ENGINEERING WAS THE GUINEA PIG

The Engineering Division was selected to start the new program, since the largest proportion of jobs in this division needed re-description and evaluation. Short descriptions were written for each position judged by the Industrial Relations Manager to be under Grade 12; that is, up to about \$5,000. per year. The Committee was composed of: (1) The Central Job Evaluation Committee member representative from the Engineering Division. He headed and trained the Divisional group; (2) the head of the Drafting Department; a man who knew all the jobs in Engineering Division through having worked in various capacities during his years of service with the Company; (3) one of the Engineers, selected because he knew the jobs in his Division well and, in addition, knew quite a bit about many of the jobs found in other Divisions. This group met together every other week until they had completed their ratings. Their last meeting was held in the Industrial Relations Manager's office, at which time they discussed their ratings with him.

It had already been determined that the regular Job Evaluation Committee's function would be to review and O.K. the Divisional Committees' work. Before they met to discuss Engineering's results they were given copies of all the short descriptions used by Engineering as well as the factor values assigned by this Divisional group. Instructions were issued that J.E.C. members were to review the material thoroughly and to personally investigate any job on this list whose assigned values they were at a loss to understand from the material given in the description. All the ratings were to be discussed in a regular J.E.C. meeting the following week. We did not think that, with limited data, the Job Evaluation Committee would be able to do a complete rating, but we did feel that their questions would be of help in clarifying any doubtful cases and that the discussion of values assigned by Engineering would, in itself, be worth the time invested.

## ALL JOB VALUES ARE REVIEWED

So the Job Evaluation Committee meeting was held. All of the members of the Engineering Committee attended and presented their reasons for assigning the chosen values. Only 3 or 4 changes were made—these as a result of open discussion—and in no case was it necessary to adjust the rating by more than one "step" on one of the five factors.

The Accounting Division has just finished rating all their jobs under Grade 12 and, again, only a few changes in values were felt to be necessary. But the discussions which took place in the joint Divisional-Job Evaluation Committee meeting were both spirited and instructive.

All in all, we think that this plan is doing what we had hoped it would. It is speeding up the process of evaluation of our salaried positions and it seems to be doing a good rating job into the bargain.

Further, we have noticed one advantage of this Divisional rating program over our former system, and feel that we have gained something of importance by it. Divisional rating has increased the interest in our whole job evaluation process, as more individuals have accepted responsibility thorough doing the rating themselves. We have had three of the men who have served on Divisional Committees come to Industrial Relations for a talk, the sole purpose of which was to tell us that they feel quite differently about the system now that they themselves realize what the problems involved really are, and now that they understand more of the theory and methods employed.

Labor Relations men, the authors point out, seldom have the detailed information they need about the provisions of the contracts their friends and competitors are negotiating or have signed. This is a plea for more and better information by the authors of a weekly non-profit letter, *Labor Trends and Policies*, from which it is taken.

# Labor Relations Information Needed

BY WADE SHURTLEFF AND BERNARD MEYER,  
Toledo, Ohio.

ONE of the outstanding paradoxes of industrial relations is that the average employer is unaware of the status of collective bargaining outside of his immediate plant. Despite our memberships in local, state, and national associations, very often we have very little knowledge of the contractual provisions or wage agreements existing between other companies and the particular union with whom we deal—much less having a knowledge of collective bargaining patterns developing in the area, the industry, or nationally. We know of no labor services to which the average employer can subscribe to obtain the type of practical information he requires on an area and industry basis to do an intelligent job of collective bargaining. Typical local organizations of personnel and industrial relations men add little to the situation, being in most cases merely social groups.

This, of course, is contrary to the popular impression existing among outsiders. We are mistakenly credited with having a vast fund of information pertaining to what is happening throughout the area in which we are located and the industry of which we are a part. In actuality, too many employers are lucky if they know the labor situation existing in the plant across the street. They tackle every new labor problem as though no other company had ever been confronted with such a situation. Instead of profiting by the blunders of others, they often repeat them.

## UNIONS NO LONGER FOOLED

Unions, however, are fast overcoming what awe they did have of our alleged reservoir of information. Much of their bargaining is deliberately based on the premise that the rest of the companies with whom they deal gave a particular benefit, granted a specific wage increase, or agreed to certain contractual provisions—secure



in the knowledge that the company with whom they are dealing has insufficient information to disprove their allegation.

Many of us can cite instances of companies having granted various concessions merely to "get in line", only to wake up to find that they had actually established a precedent. Consider the Second Round in 1947. The UAW-CIO won 11½ cents and six paid holidays at General Motors. That set the pattern. From then on there was little to do but concede on the basis of the GM settlement. After all, everyone else was doing it—at least that was the impression you gained from listening to the union, or even by reading various business publications, labor services, and daily newspapers. The movement snowballed. We know of many employers who made no attempt whatsoever to bargain on the Second Round demand, inasmuch as they felt it was futile to attempt to be the only one to successfully resist the pattern. Nevertheless, as the Automotive and Aviation Parts Manufacturers' Association hammered home to its members, a substantial number of companies were settling for other than the GM pattern.

As we have pointed out often in *Labor Trends and Policies*, there is a dire need for research in the field of labor relations. Such research is necessary for more than merely annual contract negotiations. It is needed for the day-to-day administration of the contract. It is essential in the entire field of labor relations. There has to be an outpouring of ideas, experiences, opinions, and facts. We all cannot be islands unto ourselves, each trying to solve the host of problems confronting us without the cumulative experience of others who have been beset with, and successfully met, similar situations. Nor do we need to expand industry's research facilities in this field merely because organized labor has jumped into the field of research. We need research to make collective bargaining work. In our opinion, a sufficiently large segment of management is aware of the necessity of a factual (rather than an emotional) approach to their labor problems to warrant the thoughtful consideration of many publications, services, and organizations which are missing the boat.

### LABOR SERVICES

The average labor service on the market today, for example, provides a scatter-shot picture of practices existing nation-wide without regard to industry, area, or particular union. This is understandable, for national labor services with subscribers in scores of industries and dealing with hundreds of unions throughout the nation could hardly pin-point practices existing in an area or specific industry. Likewise, the emphasis given the legalistic side of our problems is explained by the fact that their main market is the legal profession, colleges, libraries, and larger companies with their own legal departments.

But is the average company of less than a thousand employees engaged in the manufacture of automotive parts and dealing with the UAW-CIO interested in forty-page reprints of rulings affecting Hawaiian pineapple pickers or of a contract signed by a New York insurance firm with the UPOWA? Such companies are primarily

interested in developments occurring within their own particular industry and between similar companies and the UAW. To be sure, supplemental data on the general picture is also desired—but when it comes to offering a service consisting of thousands of pages about scores of industries and hundreds of unions to such a company, they are more liable to be dismayed than impressed.

Would it not be profitable to publish a separate service solely for companies dealing with the UAW, or any one of several dozen other large unions? Also, how about services on an area basis? Certainly there would appear to be a market for such specialized services. Regardless of the types of services published, if they are prepared for industrial relations people rather than lawyers, then there has to be more than the legal hokus-pokus the majority of services throw at us today. The information has to be digested, analyzed, and interpreted—not thrown at us raw. The editors of labor services could well afford to get out in the field more—not only to dig out pertinent facts and information, but to obtain a clearer conception of the job to be done.

#### ORGANIZATIONS COULD IMPROVE

Likewise, we believe there is a more vital role for employers' organizations to fulfill, especially on the local or area level, than in many instances they are playing today. Too many local organizations consisting of industrial relations and personnel men are held together solely by periodic dinners. Staffed by qualified, competent specialists they could increase their dues, membership, and prestige if they would serve as a reliable clearing house for area information, just to mention one of the functions which are desperately needed by the average employer. Such organizations should be in a position to advise and counsel rather than to merely lend moral support and sympathize with their members. They should be more a professional group than a social club.

In the meantime, a criss-cross of telephone calls, letters, and visits goes on while industrial relations people knock themselves out, all going after the same information and duplicating each other's efforts. Sign a contract and you have a few dozen calls, all inquiring as to its provisions. A holiday comes around and another dozen employers call to find out whether your plant will work or not and how you pay for work on a holiday. And so it goes the year 'round, everyone attempting to garner the city-wide picture—a costly, inefficient duplication of work.

We submit that it is time for labor services, organizations, and publications to take a good look at the potential market and to re-examine their services in the light of management's need for more and more facts to intelligently deal with labor problems.

This instalment of Mr. Wadsworth's important paper deals with the supplementary analysis of the performance of the employee which the supervisor makes in the field under the prompting of the personnel department representative.

## IV. The Field Review Method of Employer Evaluation and Internal Placement

BY GUY W. WADSWORTH, JR., Southern Counties  
Gas Company of California.

### SUPPLEMENTARY ANALYSIS AND PLANNING

WITH completion of the initial evaluation and informal analysis step of the Field Review contact, the personnel manager or his representative will have before him substantially complete information about the jobs in the working unit, and about the relationships between one job and another. He will also have the supervisor's offhand opinion on how each employee is getting along on his current job, a number of specific facts which presumably underlie that opinion in each case and the supervisor's evaluation of each employee, whether outstanding, satisfactory, or a problem. All of this adds up to a balance sheet of the personnel situation in the working unit as it stands on the date of the Field Review interview.

It is to be remembered, however, that the discussion of the employees thus far has considered them primarily as individuals in given jobs where their performance presumably is a known quantity. It has not necessarily included consideration of the employee in relation to his current job, plus his "potential;" that is, his suitability for the next job up, or in relation to jobs other than the one he holds. The personnel manager or his representative is necessarily concerned both in the personnel situation as it exists and in what is likely to happen to it when job changes occur. In undertaking the supplementary analysis which is immediately in order, he must "mesh in" the job information with what he has learned of the employees with particular reference to lines of promotion and prospective changes in jobs within the working unit. This means that he must consider the organizational setting of each job and its "prospects," in reviewing the case of each employee.

By way of illustration, an employee may be outstanding in his current assign-

ment, but even so, if he is admittedly as far as he can go, he is a poor placement in a job in which the incumbent is the logical understudy for the next job up. Similarly, an employee who can manifestly perform more important work is a poor placement in a job that leads nowhere, even when his current performance is definitely outstanding. The representative of the personnel department must undertake the final step of the Field Review contact with such relationships in mind, viewing each employee as (a) a producer or a nonproducer where he is, and (b) as a possible candidate for some other job, whether the one next up in line of promotion or one which represents a change in occupation. To do this, he must actively relate all of his findings to the organizational line-up of jobs in the working unit and work toward a balanced distribution of the best qualified employees in it.

#### SUPPLEMENTARY ANALYSIS OF "PROBLEM" EMPLOYEES

The supplementary analysis begins with checking back through the employee list, taking up the cases of the problem employees in the first instance. At this stage in the interview the employees with less than satisfactory OK-evaluations should be considered along with the problem cases. Sometimes "OK-" is the lowest evaluation given by the supervisor, and probably represents a problem. A suggested order of questioning in reviewing problem cases is:

*Step 1. "What help have you given him?"* The point here is to proceed on the assumption that the supervisor has made some effort to help the employee and has concluded that he is a problem only after the failure of such effort. This serves to bring out the problem itself more clearly, and may indicate whether or not there is a real cure for it. On the latter point, a second question may be needed to bring out the facts, as well as to determine whether the supervisor's conclusions are tentative or final.

*Step 2. "What results have you had?"* This, of course, refers to the supervisor's effort to help the employee. His answer may determine whether he should be expected to do anything further to help the employee, or whether a change should be made.

"Problems" usually fall into two general categories: (a) a *problem of the job assignment* itself, that is, inability of the employee to perform the work, or (b) *something else*. The latter may be something inherent within the employee such as a quirk of personality, inability to work with others, indisposition to turn in a day's work, nervousness or some other incapacity. It may have to do with the job environment as opposed to inability to perform, which points to examination of the prevalence of such cases in the working unit as discussion of the problem employee proceeds. Where an unusual proportion of the employees cannot get along with one another, or with the supervisor, the conditions surrounding the job will bear looking into. Something may be wrong with some phase of the total personnel job that brought the employees in the working unit and their jobs together, such as an inadequate hiring procedure; or there may be poor employee relations or substandard

working conditions. Such findings should be referred back to the personnel office for appropriate follow-up.

Where the employee falls down in the job operations, and simply cannot do the work, two questions should be added:

*Step 3. "What training has he had?"*

*Step 4. "What training does he need?"*

These questions are in reality a follow-up, first to determine whether or not the employee immediately under discussion has been given the training for the job that normally proves adequate and, second, to determine the status of the training job itself, whether conducted by the supervisor on the job or provided off the job. In addition, the supervisor's response may indicate whether he has gone as far as he can, or as far as he is likely to go with the employee.

The final step in discussing a problem case is to prompt the supervisor to plan some disposition of it. He should decide to:

*Solution 1.* Place the employee on notice that his work is not up to standard, and offer to help him to improve, or failing that,

*Solution 2.* Plan demotion of the employee to a lower grade job within the working unit, or arrange with the personnel department to relocate the employee in less difficult work in some other working unit, or failing that,

*Solution 3.* Take steps to release the employee and secure a replacement if one is needed.

The supervisor's decision should be sensibly related to the background of the case, as it has been discussed. If the employee has repeatedly been told and assisted (Solution 1) with no resulting improvement, consideration of a demotion (Solution 2) is in order. Demotion is very often precarious. If considered at all, it should be based upon the supervisor's honest conviction that the employee has merely been misassigned, coupled with a good opinion of him otherwise. However, the employee himself must be reckoned with in considering a demotion. It entails considerable loss of face to the employee to step down either within the immediate working unit or elsewhere in the company. He must be a pretty good man to take it and still try to make good. In addition, the game of "pass the lemon" is so old in most companies that transfers are suspect, even when the employee apparently has a clean bill of health. Certainly where either the supervisor or the personnel department representative regard demotion as a doubtful solution, the logical action is to plan to release the problem employee (Solution 3). In any case, all of the discussion of the problem employee to this point has been developed for one single purpose: *to prompt an appropriate action.* When the problem employee has been fully discussed the pin-down question is:

*Step 5. "What action should be taken in this case?"* This question may be varied to suit the immediate interview situation. It might be: "What do you propose (or intend) to do?" However the question is shaped, the answer should be the supervisor's own solution, and carefully emphasized as such. If no proposal is forthcoming, the personnel man then assumes the responsibility for prompting the super-

visor to come up with some plan *without taking the position of an expert*. This can be done effectively by offering suggestions in the form of questions so worded as to indicate clearly what the plan or alternate plans are, the beneficial results to be obtained therefrom, and at the same time, offering the supervisor an opportunity to embrace the idea as his own, as follows:

*"Had you considered investing a few minutes (hours) of your time, sitting down with him, and working with him (talking to him), with the possibility of correcting the problem?"*

On the other hand, the supervisor may counter the question used in Step 5 with another question ("What do *you* think I should do?") based upon reluctance to make a firm decision or upon an honest desire to secure advice from the personnel department representative who may enjoy some repute as a specialist. Whatever turn the interview takes at this point, it is imperative that the supervisor should decide the issues himself and that the action should be his own. The supervisor's question should be countered as follows:

*"In view of your immediate knowledge of the situation, do you believe that this employee should be dropped or demoted?"*

Unless something positive is done to keep it definitely understood that the supervisor is to make the decision and to initiate action, the personnel department will subsequently face a backfire. Someone will show up in the personnel office and say: "My supervisor says that the personnel department ordered him to fire me, and I want to know why." The only cure for this sort of thing, which is bad for everyone involved, particularly the supervisor, is precaution.

Ironically enough, in face of the traditional complaint that personnel department activities tend to interfere with the authority and responsibility that properly rests with the supervisor in dealing with his workers, the personnel department representative finds himself a welcome interloper when it comes to firing undesirable employees. The supervisor will tend to pass an unpleasant responsibility of this sort up the line, if he is allowed to get away with it. The result is that the supervisor fails to take hold of his own placement job and perform it. Therefore, the representative of the personnel office, in pinning down the solution of a problem case should uniformly add to any variation of the question on what the supervisor intends to do (Step 5), the question:

*Step 6. "Would it be agreeable with you if I make a note here (on the roster) that you intend to (demote or dismiss) this employee by (such and such date)?"*

As the supplemental analysis of problem employees proceeds from one case to the next, the planned action should be noted on the employee roster in each instance and the date upon which the supervisor is to initiate it or complete it. The term "initiate" is used advisedly to cover cases where the supervisor can only start the action due to restrictions of a union contract or for some other reason. Where the solution is to place the employee on notice and to offer further assistance to him, the supervisor can, of course, start the action and carry it through. The same applies to dismissals and to demotions within the working unit. However, where the prob-

lem employee is to be relocated outside the working unit, the supervisor can take only the initial step of advising the employee that he is to be transferred. The personnel department representative should "flag" such cases in his notes for follow-up, including the necessary reference to another supervisor, after the employee has been advised.

### FIELD REVIEW QUESTIONS

#### *(Supplementary Analysis of "Problem" Cases)*

- STEP 1. What help have you given him?
- STEP 2. What results have you had?
- STEP 3. What training has he had?
- STEP 4. What training does he need?
- STEP 5. What action should be taken in this case?
  - 5-a "Had you considered . . . ?"
  - 5-b "Do you believe . . . ?"
- STEP 6. Would it be agreeable with you if I make a note here (on the roster) that you intend to (demote or dismiss) this employee by (such and such) date?

### THE YARDSTICK OF FAIR PLAY

At the expense of appearing to back-track in discussion of the supplementary analysis and planning step of the Field Review contact, it must be noted that consideration of problem employees as described to this point has been largely a question and answer process without a standard other than the preference for specific rather than general supporting comment from the supervisor. The effort has been to draw facts from the supervisor and to prompt him to act on solutions of his own making. This is based on the common experience that without some such prompting the supervisor fails to put the facts together and to act on them, even when he is fully aware that the employee is not making good. The immediate point is that the personnel man cannot assign the same value to all of his findings, nor can he afford passively to condone every solution reached by the supervisor. He has an equal responsibility to the employees themselves. The latter are entitled to some safeguard which assures that decisions affecting them meet some reasonable test of fairness and factuality.

Most mistakes in employee evaluation and placement activity as well as in other phases of personnel work are based upon neglect of the obvious. A job consists of things to be done, most of which are sufficiently tangible that the man in charge should be able to tell what they are. He should also be able to tell whether they are done, or left undone. Yet experience shows that supervisors, by and large, are careless in their treatment of facts that bear upon employee performance or job behavior. Placement moves can be no better than the facts upon which they are based and these, in turn, depend upon (a) the supervisor's powers of observation and (b) his disposition, as a matter of habit, to put them to use. Obviously there is wide variation, as between supervisors, in both respects.



Thus far the personnel department representative has been pictured in the Field Review contact largely as an interrogator and a prompter. At what point does he figuratively flash "green lights" or "red lights"? On what basis does he push for an obviously logical action, or hold back in his questioning when the supervisor obviously wants to go too far? What is a reasonable measure of the supervisor's facts, and of the fairness of his solutions?

A four point yardstick of fair play has been developed to test each placement move that is planned in the Field Review contact. It is applied both to the solutions of problem cases and to proposed action affecting satisfactory and outstanding employees. It will be discussed at this point, however, only with respect to its use in problem cases, where the employee faces some form of discipline or the loss of his job.

The yardstick may be applied as a final check in each problem case in "one, two, three" order, or the questions in the yardstick may be used individually at various stages of the interview, so long as clear and acceptable answers are developed to all of them before the discussion of any problem case is brought to a close.

The first application of the yardstick to a problem case lies in securing an answer to the following question, whether it is asked formally, or whether the answer is apparent from the facts drawn from the supervisor:

POINT ONE: Has the employee's performance really been substandard?

This is answered by the evidence of immediate and direct observation of the employee at work that is apparent (or lacking) in the statements which the supervisor makes about the weaknesses of the employee. Has he personally seen the employee do poor work? Has he cited actual instances of poor performance, so identified as to time, place, and attending circumstances that there can be no doubt as to what the employee has done, or failed to do, in relation to the requirements of his job? Anyone who has seen the supervisor under fire during grievance procedure knows that he is very often short on specific facts. Where the personnel department representative feels any doubt regarding whether or not the weaknesses attributed to the problem employee are based on something that has really happened, he should call for examples with questions which bring out "where?", "when?", and "under what conditions?".

POINT TWO: Has substandard performance actually been typical of the employee?

This adds to the basic question "did it happen?" (POINT ONE) an equally important question: "was it representative?" In other words, did a single fault that happened to be observed give the supervisor the impression that the employee's work is always deficient, or did the supervisor follow-up to make sure that the weakness was consistently present in the employee's performance? Viewed in another way, the question means: "Does the supervisor regard the employee as lazy or incompetent, because he happened to observe him on an occasion or two when he did not look 'too busy,' or has he reviewed the employee's work on a sufficient number of occasions to really know his weaknesses?" Again: "Do all of the facts make up a



convincing picture of consistently poor work?" Certainly a proposed dismissal should meet this test.

POINT THREE: Is the employee's performance or job behavior really worse than that of other employees who are *not* regarded as problems?

Fundamentally the personnel man wants to make sure that the employee is not being picked on for weaknesses that other employees are allowed to get away with. From early childhood on up human beings defend themselves, sometimes very successfully, by making the point that they are no worse than someone else, even when clearly guilty of a fault. For this reason, the personnel department representative should ask the supervisor, in effect: "Are you sure that other employees in the working unit do not have the same weaknesses as this particular problem employee?", or some comparable question. If he can clear the problem evaluation in this regard, an uncomfortable situation can be avoided later on, when action is taken.

POINT FOUR: Has the employee received fair warning as to what is wrong, and has he been given a real chance to improve?

This means essentially: "Did you tell him about his weaknesses, and help him to correct them?" This point may be cleared up in Steps 1 and 2 of the supplementary analysis ("What help have you given him?"; "What results have you had?") In any case, a full measure of fairness in evaluating employees requires some attention to the employee's response to correction, when it is actually undertaken. *The supervisor does not discharge his responsibility by merely observing and recording faults. He is expected to develop as well as to direct those under him.* A disposition to allow the problem employee to "hang himself" is inconsistent with a decent attitude toward people who work, even when their best is not very good.

Applications of the yardstick of fair play are necessarily more specific in some problem cases than in others. Where the supervisor has a typically "sour" outlook with respect to a substantial percentage of his employees, the yardstick should be applied in all of the problem cases, even if the time requirement is considerable. It should serve to clear up his thinking to some extent, and in any case provides a basis for holding back when the supervisor too readily considers dismissals. Certainly when an employee is to be fired, unless it is obvious that he has been guilty of overt misbehavior, flagrant dishonesty or willful violation of rules, the facts underlying the decision to release him should at least stand the tests of a problem evaluation which are included in the yardstick.

### YARDSTICK OF FAIR PLAY

#### TEST OF A PROBLEM EVALUATION

POINT ONE: Has the employee's performance really been substandard?

POINT TWO: Has substandard performance actually been typical of the employee?

POINT THREE: Is the employee's performance or job behavior really worse than that of other employees who are not regarded as problems?

POINT FOUR: Has the employee received fair warning as to what is wrong, and has he been given a real chance to improve?

## TAKING ACTION IN PROBLEM CASES

In Steps 5 and 6 of the supplementary analysis of problem employees, the supervisor is asked: "What action should be taken in this case?" His idea of what *should* be done is likely to be conditioned by what he thinks *can* be done. The representative of the personnel department should therefore make sure that the supervisor has a clear understanding of the actual requirements related to demotions, dismissals and other types of discipline, whatever these requirements are. Any proposed action, must, of course, be checked carefully against top management policies and the collective bargaining commitments of the company. Where the supervisor exercises the "right to fire" indirectly (i.e. he must secure clearances before he acts, or he "effectively recommends" discharge action which sets dismissal procedures in motion) he must clearly understand what steps he is to take, when he is to take them, and what happens from then on.

Probably more supervisors fail to act in matters involving discipline because they do not know what they are expected to do, than for any other reason. In all too many instances, clearances required up the line to ensure uniformity in the administration of discipline throughout the company are interpreted by the supervisors as a signal that the best way to keep out of trouble is not to enforce any discipline at all. The Field Review discussion of "problem" employees affords an excellent opportunity to directly clear up any misgivings of the supervisors on this score.

(To be continued)

## About the Authors

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*Wade E. Vancleft* was recently promoted to the position of Director Industrial Relations and Personnel, of Willys-Overland Motors, Inc., Toledo, Ohio. For about two years he has been Assistant Director, before which he was Personnel Director of Apex Electrical Manufacturing Company, Cleveland. He is a graduate of Ohio University and, with Bernard Meyer, writes the weekly letter, "Labor Trends and Policies."

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*Glady's D. Meyer* says she is a hillbilly from Missouri where she went to Drury and Southwest State Colleges. She has done many things including working in a hat factory where she "learned a lot about foremen." She has been in personnel work with her present employer since 1943.

Nowadays nearly every organization conducts a variety of services for the comfort and convenience of its employees. It is important that they be managed efficiently and in a spirit of responsibility and good-will toward the employees and not in a casual take-it-or-leave-it manner.

# Personnel Services That Serve

By GLADYS D. MEYER, Personnel Supervisor,  
White-Rodgers Electric Company, St. Louis,  
Missouri.

**A**N IMPORTANT part of the personnel function covers those things we call personnel services, or employee services. Virtually unknown thirty or forty years ago, they exist today in almost every industry. During World War II they reached their greatest—and most bizarre—variety, ranging from parking lot facilities, cafeterias and group insurance to beauty shops, massage parlors and shopping services. Many of the more unusual ones were obviously installed by management with a grasping-for-a-straw, tongue-in-cheek attitude. Financially, management could afford to gamble on anything which might contribute to worker satisfaction, which would in turn relate to high production, good attendance, good morale, and so on.

Since the war there has been a levelling off, a revaluation of services in dollars and usefulness and as a result some have been eliminated. Others—the “old line” services—are here to stay. Such services as cafeterias, group insurance, savings plans, music, and recreational activities have become the usual thing. Obviously the services must serve. Whom should they serve? They should first of all serve the employee; then they should serve the company. They should serve the company by building good-will and morale.

We can assume that employees like these personnel services; often they even demand them. We can assume that management likes them, because management has installed them, sometimes at considerable expense. Personnel services have usually been installed with the best motives in the world, and they are—or may be—simple in operation. Yet, if they are poorly regarded and mishandled they do not truly serve and they may bring about grievances of major proportion, thus defeating their whole purpose.

## SERVICES ARE NECESSARY—BUT DON'T EXPECT MIRACLES

The curious thing about personnel services is their negative significance. It is *NOT* true that properly handled they will automatically bring about a lot of wonderful things such as lower costs, higher production and lower labor turnover (although they do build morale and good will). On the other hand it *IS* true that improperly handled services can cause serious problems. The amount of bad that can result from mishandling is out of all proportion to the amount of good that can result from proper handling.

All too often the tiny seed of serious labor trouble has been planted in the fertile soil of a mishandled personnel service. In part, this is because so many personnel services touch the employee's pay, the Achilles heel for all of us. We dip (with proper authorization, of course) into the money pocket of the employee to make deductions for many of the personnel services (insurance, bonds, merchandise, company product, various dues, savings, credit unions, etc.) and sometimes come out with too much or too little money. This dipping, if carelessly or erroneously done can create worry and suspicion, and calls for prompt adjustment.

There are a few points which if kept in mind will give us a clue to a greater benefit—to employee and employer—from these personnel services. The first is our *ATTITUDE* toward them. Our attitude should be, I think, that they are important and should be regarded and handled with a feeling of responsibility. A second point to consider is *CONTROL*. Where should the control of the services lie? Controls should be where it is most beneficial and most logical to have them, and from the standpoint of benefit and logic it seems best to have the control in the Personnel Department. This is true because of a difference in thinking on the part of persons trained and experienced in personnel work and persons trained and experienced in, say, accounting. From the standpoint of good accounting it may be acceptable to balance the books at the end of the week or the end of the month, but from the standpoint of good personnel we should want to balance the books at the end of the day.

Even the novice in personnel work has an appreciation of and respect for timing in the handling of little grievances; knows that today's little trouble, if allowed to grow unchecked, can become next week's big trouble. Control of personnel services, with the desire and authority to correct any mistakes relative to their handling *AT ONCE*, logically becomes a personnel function.

## GOOD MANAGEMENT IS NECESSARY

Another point to consider in making the services serve is *PROCEDURE*. We must have a good procedure for handling them, and this includes good paper work. Some forms are necessary. They should be simple but complete, and we should be constantly on the alert to improve our procedures. We should keep some simple *RECORDS* of the services, particularly the complaints. Such a record is often our only ammunition for improvement. Top management would not consider very seriously a suggestion to change the whole cafeteria program "because the food

and service aren't very good.'" Such a reason is too vague to get one's teeth into, either to correct or change. Like the first paragraph of a good news story, the who, what, when, where, and why must go along with our request, if we want to put over our message.

Last there should be *PERIODIC REVIEWS* of the services, no matter how well they may be functioning. Top management's representative in the Personnel Department, together with those responsible for the administration and supervision of the services, should sit down together and re-evaluate each service at regular intervals. If a service is not really serving, plans for change or improvement can be made; if a full measure of service is being rendered the item under discussion can be marked for review at a later date. Sometimes an employee outside the personnel department, or an outside vendor, contributes to the functioning of a service. If at the time of a periodic review such a service is going well, make it a point to let the outside fellow know that you know it and that you appreciate the contribution made. He certainly would hear from you if the service was *NOT* functioning well, and a bit of praise for a job well done invites—and usually gets—even greater cooperation. In this atomic age there is still more than a grain of truth in the vinegar-molasses story.

# Editorial Comments

## Democracy in Industry

ALL personnel workers are interested in furthering democratic processes. But one of the curious anomalies of American life is the gap between our tradition of political democracy and our practice of industrial—and governmental—dictatorship. The many exceptions only make the general rule the more apparent. One of the most influential exceptions has been the introduction at McCormick & Company of Baltimore of the Junior Board of Directors. In passing, it should be noted that this arose out of a long period of dictatorship. Its spread into many corners of American Industry has been an encouraging sign of the universal appeal of a truly democratic device. A reason for its effectiveness, aside from the stimulation it provides for men to speak out without fear or hindrance, is its functional soundness. It is an axiom of management theory that "decisions should be made as close to the point of application as possible." This means that a \$25,000 a year executive should not make decisions that can suitably be made by a lower-salaried man below him. People should be encouraged to decide or participate in decisions to the fullest extent consistent with their function and place in the structure of organization. Another important implication, most often overlooked or ignored, is that decisions and plans should be participated in by everyone who has a "stake" in the particular situation. This can be done only by means of "conference management". It must follow that an executive cannot safely cancel or reverse a decision that has been arrived at in conference by a group of which he is the leader or a member. Personnel workers can do much to advance the cause of democracy in industry by advocating and practicing democratic methods themselves.

## Must We Lose Our Individual Liberties?

THE great problem of all time is two-handled. It is to maintain a society in which nothing can be done which is against the interest of the greater number, and yet one in which there is maximum freedom of play for the energy and imagination of those members of society who are its real builders. This means channeling the constructive abilities of our Franklins, Harrimans and Fords for the benefit, first, of society itself, and only secondly for themselves, at least in a material way. Theoretical Socialists will cry, "Production for use and not for profit". The leaders of business—little, even more than big—will respond, "Nature so arranged things that man's greatest energies are released only in his own interest." It is quite apparent that the continuance of our present civilization depends on our finding a solution to this problem. Personnel people, more than any other group, must help find better ways of working together, so that the interest of Society is well served without taking away the liberty and freedom of action of the individual.

# Personnel Research

*Financing Old Age.* By Henry W. Steinhaus. *National Industrial Conference Board. Studies in Individual and Collective Security No. 4.* 63 pp. \$.50.

"The problem of building up a competence for old age . . . is almost insoluble today." This is the ominous opening sentence in an authoritative study of a problem that compels closer attention every year. Management and personnel workers will find this report a valuable guide to their thinking on the broader aspects of old age protection. It is expected that the present ten million persons age 65 and older will about double in the next twenty-five years. This study concentrates on the critical ten or fifteen years just ahead when the problem will come into full view. Among the suggestions considered is one that proposes to delay the age of retirement in order to keep step with the steadily improving physical capacity in the older population. Another is to encourage delay in retirement by increasing Federal pensions by 1% for each month of deferment.

*Collective Bargaining in the Office.* Research Report No. 12. *American Management Association*, 330 W. 42nd St., New York 18. 120 pp. \$.50.

This is a compendium of contract provisions of 300 union agreements covering office workers. Each topic begins with a general discussion followed by examples of typical provisions covering that topic. A very useful guide to anyone concerned or threatened with the problem.

*Behavior of Wages.* By Jules Backman and M. R. Gainsbrugh. *The National Industrial Conference Board. Studies in Business Economics. No. 15.* 96 pp. \$1.00.

The study analyzes our national wage structure during the last twenty-five years. It suggests why uniform wage adjustments, applying to all or a large part of the economy, are alarming and dangerous. The report however shows that diversity rather than uniformity has been the characteristic of long-term wage changes, in spite of much recent talk about "a third round of ten per cent" and the like. The point is made that it is better for the economy when changes in wage rates vary in accordance with economic pressures. Thus, the resulting differentials are more effective in producing the necessary flow of labor. Conversely, uniform increases tend to produce inflexible costs and production. Many tables and charts.

*How Better Personnel Selection Can Reduce Factory Costs.* By William J. Giese. *Journal of Applied Psychology*, August 1948, 32, 344-353.

This is a study of all the non-exempt jobs in an industrial company to place them in groups according to the capacities necessary to learn the work, so that it can be determined whether psychological aids for selection and placement will save more money than the program will cost. It was found that the jobs fell into 7 shop skill groups and 9 for the office, with two general ones. A very wide range in productivity of present employees was found, varying from 2.5 to 3.7 times as much for the best producer over the poorest. An affirmative answer was given to the question proposed.

*Journal of Applied Psychology.* Bi-monthly, \$6 a year; single copies \$1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# The Editor Chats with his Readers

## Personnel in Australia

The Institute of Industrial Management in Melbourne is a very active organization. It issues "Management News" which appears monthly with news and announcements, reports on changes in employment, a list of library accessions, dates of Conferences and other matters of interest to Industrial Relations people. The "Australian Management Review" issued monthly contains abstracts of management articles, a great many drawn from American publications. A large part of the space is devoted to personnel and labor relations affairs.

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## Provisions of Collective Bargaining Agreements

The Bureau of Labor Statistics of the U. S. Department of Labor continues to issue each month a report on collective bargaining provisions. The following are recent issues.

- March—Promotion, Transfer and Assignment
- April —Leave of Absence
- May —Union Labor Cooperation, Plant Efficiency and  
Technological Change
- June —General Wage Provisions

These monthly bulletins are separate chapters of the revised edition of bulletin 686, "Union Agreement Provisions" which was originally published in 1942. More than a dozen of these chapters on separate topics have now been issued. They were prepared in the Industrial Relations Branch of the Bureau of Labor Statistics of which branch Boris Stern is Chief.

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## A Program in Human Relations

The Young Radiator Company of Racine, Wisconsin is making a consistent long-range effort to improving relations between labor and management and among members of both groups. There is the usual monthly employee news magazine—a well written and well illustrated paper. This is supplemented by a series of monthly bulletins on such topics "As We Work Together", "New Ideas Pay Off", "You Are Important" and "Why Man Works". Not long ago the Congressional Record reprinted one of these little leaflets. The program is directed by Mr. D. P. Munro, Director of Personnel of the Young Radiator Company.

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## Personnel Functions and their Relations with Each Other

The chart shown here has been drawn to portray the relationship between the different personnel functions, excluding labor relations and collective bargaining. It



is reprinted by permission of the Journal of Applied Psychology and was designed by Elmer R. John of the University of Minnesota who prepared it for the Midland Cooperative Wholesale of Minneapolis. A detailed study of the chart is very rewarding, in showing inter-relationship of the various personnel functions. Both the article and chart appeared in the April Journal of Applied Psychology Vol. 32 page 146.

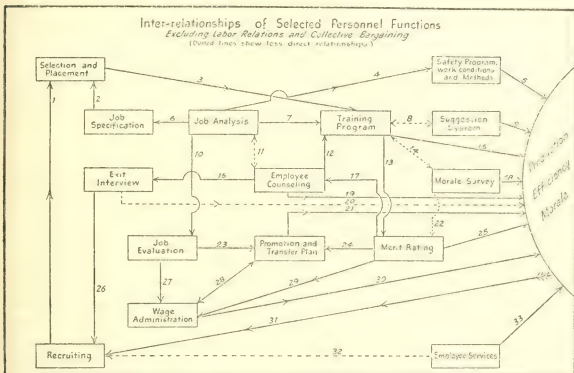


FIG. 1. Chart showing inter-relationships of selected personnel functions

### House Magazine Advisory Committee Formed

An advisory committee for the guidance of industrial editors of company house organs was formed recently in New York. Fall meetings are planned for Chicago and San Francisco. The House Magazine Advisory Committee was organized under the sponsorship of the Advertising Council, whose stated purpose is "to coordinate the forces of advertising so that they may be of maximum aid in public service". An account of this organization meeting of the House Magazine Advisory Committee was carried in "Stet" a periodical for house magazine editors published monthly by the Champion Paper & Fibre Company, Hamilton, Ohio.

### Pay for Grievance Time

The National Industrial Conference Board has just issued a report analyzing the provisions of 313 union contracts written since the enactment of the Taft-Hartley

Law showing that almost half of the contracts provide pay for time of members of grievance committees during working hours.

### Telling Employees about Profits

There is "more heat than light" in many of the current comments on corporate profits. The Policyholders Service Bureau of Metropolitan Life Insurance Company, New York, has just issued an extensive report, "Telling Employees About Business Operations: Profits". The report quotes liberally from materials issued by industrial and other organizations dealing with this subject and contains many illustrations reproducing material of this kind. Reporting to employees on business profits is written against the background of methods of informing both the employees and the public about corporate activities in general.

### Conferences on Personnel and Labor Relations

A glance at the "Conference Calendar" for this month shows how busy a time Fall is for personnel conferences. Efforts of conference managers to avoid overlapping the other conferences is much appreciated, particularly by this Editor. The proceedings of these Conferences form a rapidly growing library of material which is invaluable to workers in this field. Indeed, it is becoming something of a chore to sort this material and to know what to read and what to skip. The California Personnel Management Association has a complete set of reports of its April Conference. One of the more interesting talks was "Keeping Personnel Costs in Line", by Ralph T. Finnell, Personnel Director, Reynolds Wire Company, Dixon, Ill. Another one was "Evaluating the Personnel Program" by E. S. Coleman, Director of Personnel, American Potash and Chemical Corporation, Trona, Calif. The American Management Association Personnel Conference produces some exceptionally interesting reports including one on "Trends in Employee Health and Pension Plans" and "Plant-wide and Geographical Salary Administration." From the AMA production conference come two unusually useful bulletins "How to Develop Competent Supervision", and "Labor-Management Cooperation for Increased Productivity".

### Report to Employees

A most unusual report to employees on the finances of the organization has been issued recently by "Associated Baby Services Inc." of New York. It is a twelve page brochure 8½ by 11", copiously illustrated with half-tones and diagrams. It is written to be understood by people with little reading skill. Several pages are devoted to photographs of the members of the organization. A page is devoted to "Who are We Working for"; then diagrams and simple language show the income and outgo of the Company, concluding with a message from the President, Morris C. Benoff. The brochure was prepared by Cecil M. Stewart, Industrial Relations Consultant, New York.

## Employee Magazine

Another recent publication will be of great value to anyone interested in employee magazines. This is "Contents of 399 Employee Magazines", issued by the Policy Holders Service Bureau, Metropolitan Life Insurance Company, New York. It is a 72-page illustrated report reviewing the features and design of 399 employee magazines.

## The October Conferences

October is one of the busiest months of the year for personnel conferences. In the west there are two of the best; the California Personnel Management Association's annual meeting in Berkeley under the able direction of Evererett Van Every, and the unusual meeting at Palm Springs directed by "Mac" MCKeown of the Los Angeles Merchants and Manufacturers Association. Among the eastern conferences the American Management Association's annual Fall office management conference will attract many personnel men. An exceptionally interesting program has been planned by the National Metal Trades Association for its 49th annual convention. The whole meeting will be devoted to personnel, beginning with an all-day session under the title "Clinic on Employee Communications." Collective bargaining will be covered in a series of sectional conferences dealing with the bargaining practices of particular unions, six in number. There will be a display of employee communications materials, employee magazine stories, handbooks, employee letters, bulletin board layouts, posters and many more aids. The National Association of Manufacturers has designed an "Institute" to be held at lovely Virginia Beach. The Civil Service Assembly annual conference will be held this year at Chateau Laurier in Ottawa, Canada, which will lend a pleasant and "different" atmosphere to their important meeting. The Annual Conference of the Society for the Advancement of Management will be no further away than New York. The principal midwest conferences are the annual one at Cleveland which will appeal to industrial relations and labor relations people, not only of Northern Ohio, but of several surrounding states, and the annual meeting of the National Safety Council, to be held in Chicago. Altogether, October will be a big month for personnel conferences.

## Book Reviews

CONSTRUCTIVE LABOR RELATIONS: Experience in four firms. By Richard A. Lester and Edward A. Robie. Princeton, N. J.: Industrial Relations Section, Dept. of Economics and Social Institutions, Princeton University, 1948. 115 pp. \$2.00.

One of the effects of our present preoccupation with labor problems is the growing volume of so-called labor news. Unfortunately, labor "news" is like any other kind of "news". Divorces, not happy marriages, are news. Murders, not brotherly love, are news. Likewise strikes and injunctions are news rather than quiet negotiations, automatic renewals and decent contract administration. The result in many minds, is that good labor relations necessarily require a lot of legislative "don'ts". The idea that Congress, for example, ought to do something about abuses is prevalent. In short, the positive aspect has been greatly understated.

Fortunately there appears from time to time an item with an affirmative outlook. Such a one is the present study, provisional in approach and modest in pretensions. With the purpose of merely adding reasonably authentic data to the existing "pool of essential knowledge in industrial relations" from which some future student may be able to extract some general principles, the authors have surveyed four firms where the collective bargaining relationship has "reached a fairly satisfactory stage, is working in the interest of both parties, and has apparently been more successful than in the bulk of the firms in the industry or community." The subjects are Alexander Smith & Sons Carpet Co. and Textile Workers Union of America (CIO); Brown Instrument Co. and United Electrical, Radio and Machine Workers of America (CIO); R. Hoe & Co. and International Association of Machinists (Ind.); and H. Daroff & Sons and Amalgamated Clothing Workers of America (CIO). In each instance the history of the firm's labor relations is sketched, the economic picture of the firm and the industry is presented, the internal organization and administration of the firm and the union is set forth, and the characteristics and major issues of collective bargaining are reviewed. In each instance also the authors' "tentative and restrained" conclusions are stated. It is interesting that certain qualities emerge which are common to all four companies. For example, none is a very large pattern-setting corporation. The relative strength of both parties, stemming at least in part from favorable economic experience of the company and stable leadership of the union, is evenly balanced in each case. Furthermore, mutual respect and confidence, based principally on constructive attitudes, is manifest in all four situations.

Other characteristics of these situations are the following: (1) in all cases collective bargaining, including not only the negotiation but also the administration of contracts, is on an unusually informal basis; (2) with one exception the attitude of the union is of the "business" rather than the "welfare" or "progressive" type; (3) in all cases the existing constructive stage in bargaining relationships was preceded by a major economic occurrence—a strike, a bankruptcy, etc.; (4) in all but one case the bargaining representative is an industrial union, and in no case could it be accurately classified as a craft union; and (5) invariably the company began as a family business and still retains the fundamental features of a closely controlled enterprise.

In addition to the foregoing, the authors point out that in all four cases individual personalities, on one side or the other or both, have played an important part. It is even more interesting that in three cases of the four the local unions exercise more than ordinary autonomy, and that in the same proportion of the cases the parties, or at least one of them, either tend toward or actually practice some form of multiple-employer bargaining.

It would not astonish this reviewer to find that the personal element and a mutual, healthy respect based on the proven strength of the other party would ultimately be found to be characteristics common to most successful collective bargaining. Yet these are among the least desirable elements, as we see the problem today. If the time should ever arrive when, from an immense body of data like those here collected, it will be possible to formulate a kind of code, adherence to which will render good relations likely or even certain, then such fortunate circumstances as a man's voice or smile and such costly ones as a strike or lockout may be relegated to their rightful position of unimportance. Until that happens it seems that these very human factors will continue to be important. In any event, it will be a long time before anything remotely like a sound set of rules for constructive labor relations can be born. This book represents a small contribution to that great effort. As such its most important quality is its assumption that the first steps along the road are to be taken by studying the experiences of successful companies, not by imposing restrictions on the activities of the unsuccessful ones. For this the authors well merit the gratitude of all serious observers of union-management relations.

Bert W. Levy

**THE GUARANTEE OF ANNUAL WAGES.** By A. D. H. Kaplan, 260 pages. Brookings Institution.

Here is a study of current proposals to guarantee substantially full-time payrolls with the hope that industry would then find ways of stabilizing production. Actual experiments to date have been of little value, as most annual wage programs inaugurated prior to 1930 have not endured. Most others failed to produce advantages to the employees. Nearly all continuing plans are in non-durable consumer goods & services, such as Nunn-Bush Shoe, George A. Hormel Co., Procter and Gamble and Mc Cormick & Company. The attitude of labor, which Mr. Kaplan studied intimately with the help of Professor Lothar Richter of Halifax, runs the gamut from strong support of the wage guarantee on the part of newer unions to vigorous opposition among older unions and craft unions.

It is one thing to make the annual guarantee work in one or a score of companies, and an entirely different problem to extend the practice to all industries. For example:

When guaranteed workers are fully employed, the acceptance of additional orders would depend on the chances of absorbing further wage guarantees. The pressure on prices would be upward.

Layoffs would be postponed to the end of the guarantee period.

Business failures would increase among submarginal firms.

To sustain wage guarantees across an industry would require control of consumer choices so that the public would purchase goods where wages need to be sustained.

Further controls would be needed to prevent new industries from competing with firms having trouble meeting their pay rolls.

If support of existing payrolls is to be the first consideration, the next step would have to be the enfranchisement of industrial monopolies with stability of employment as their primary goal.

Mr. Kaplan feels that this would mean the loss of freedom of choice both to the job seeker and the employer, and the decay of the enterprise element of the economic structure. He questions whether Americans are ready to give up this much of their heritage. The general guarantee of jobs and payrolls means the widespread acceptance of fixed placements in a regulated economy. All of this points to the need for a basic decision. We can have guaranteed annual payrolls, or we can have private enterprise with freedom of employment for both labor and employer. According to Kaplan of the Brookings Institution, we cannot have both at the same time.

The report is well planned and written. There are a number of historical tables and statistical reports on production, employment and their yearly variations since 1929. There is also a Bibliography for the student who wishes to dig further into this current challenge.

Willard Tomlinson

**EFFECTIVE LABOR ARBITRATION.** By Thomas Kennedy. Philadelphia: University of Pennsylvania Press, 1948. 286 p. \$3.50.

If you are interested in learning about a system of labor arbitration that works, you should read this book. It presents a thorough description of the Impartial Chairmanship of the Full-Fashioned Hosiery Industry. Six men have served as Impartial Chairmen since the system was started in 1929 including Thomas Kennedy, the author.

The organization of the book is excellent. There is an introduction which sets forth the purposes of the study and the method of research. The distinguishing characteristics of the full-fashioned hosiery industry are explained.

There is a brief history of the impartial chairmanship and a chapter setting forth the authority of the impartial chairman. An important distinction is drawn in this chapter, namely, the difference between primary and secondary arbitration.

Two chapters explain the procedures and techniques of the arbitration system. During the growth of the impartial chairmanship there have developed basic rights of management and union. These basic rights have grown out of decisions on the various problems presented to the impartial chairman and compare to a legislative code. They set the general pattern of conduct for the industry and become a sort of industrial common-law for the industry. The basic rights of both management and union which make up the common-law code are thoroughly explained. An entire chapter is devoted to rate-determination principles. Primary rate determina-

tion principles; that is, those dealing with the general level of wages and the determination of terms of a new contract are really outside the scope of the impartial chairmanship. The secondary rate determination principles discussed are uniformity, balance, sharing, simplicity, incentive and protection.

The author remarks, "It is surprising how little is known outside the hosiery industry of this very successful and significant experiment in collective bargaining." The author has an excellent four page "summary conclusions" at the end of the last chapter in which he points out some defects of the system as it now functions. An appendix gives a very complete statistical analysis of the grievances presented to the impartial chairman during the period from 1929 to 1945 inclusive.

This reviewer found the book easy to read, informative, well organized and well written. All interested in labor relations should profit by reading it.

Lawrence G. Lindahl

The Todd Company, Inc.

**IMPROVED FOREMANSHIP.** By Auren Uris. New York: The Macmillan Company, 1948. 280 pp., \$3.50.

This is a good book. By following Phil Starr, a newly appointed foreman in a hypothetical and miraculously progressive plastics company, the reader learns of a foreman's problems and of what the various staff departments offer to and expect of a production foreman. Everyone is eager to help Phil Starr along, and all of the department heads are so articulate, analytical and intelligent that a typical foreman may giggle. What is presented, however, is useful and realistic. John Raven, the retiring foreman whom Starr is to succeed, has some particularly cogent suggestions of interest to any foreman.

The whole volume may be of greater value to a training supervisor or a superintendent than to the individual foreman. It offers approaches to subjects on which foremen should be informed that are readily adaptable to individual or group training. Many of the problems which foremen face are analyzed simply and directly, with straightforward charts and check lists. Because the material is so concentrated, it perhaps may not be suitable for direct distribution to many supervisors. Yet if more foremen were inducted as carefully as Phil Starr, and more companies could set forth this objectively and carefully, the relationship between foreman and his boss, production planning, maintenance, safety, personnel, and purchasing, the average foreman would really benefit.

JAMES W. TOWER

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#### SITUATIONS WANTED

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# PERSONNEL Journal

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## NOVEMBER

- 4-6 Portland, Oregon. Multnomah Hotel.  
*Pacific Northwest Personnel Management Association.* Tenth Annual Conference.  
A. C. Howard, P.O. Box 3618, Portland 8, Ore.
- 8-9 Chicago. Hotel Drake.  
*National Association of Suggestion Systems.* Annual Fall Conference. F. A. Denz, Pres., 112 S. Michigan Ave., Chicago 3.
- 8-9 Chicago, Hotel LaSalle.  
*The Council of Profit Sharing Industries.* Annual Meeting. Write 1600 Roxbury Road, Columbus 12, Ohio.
- 17-19 Pittsburgh. Mellon Institute.  
*Industrial Hygiene Foundation of America.* Annual Meeting. John F. McMahon, Managing Director, 4400 5th Ave., Pittsburgh 13.
- 18-19 Chicago. The Drake.  
*American Management Association.* Annual Production conference. AMA 330 W. 42nd St., New York 18.
- 18-20 New York. Hotel Commodore.  
*National Metal Trades Association.* 49th Annual Convention. "Management Leadership in Industrial Relations." Homer D. Sayre, 122 So. Michigan Ave., Chicago.
- 23 New York, Waldorf Astoria Hotel.  
*National Industrial Conference Board.* General Session. S. Avery Raube, 247 Park Ave., New York 17, N. Y.

Either we are going to have more dictators in the years ahead or fewer. If we are not to have more we shall have to practice better Democracy in our daily life. Business executives who have tried all methods know that "Consultative Supervision" is the efficient and democratic answer.

# Management Through Consultative Supervision

By ERIC A. NICOL, Atomic Energy Commission

FACING us today as never before, are all kinds of external influences on the operations of a business from which there seems to be no escape. Merchandising, sales, and production executives have, for a long time, heard nice sounding words about "consultative supervision," "participation of the worker," "scientific teaching" and the like. They know that the processes necessary to carry out these new programs will not solve the problems of financing, producing, and selling. There is, however, more recognition today that the solution to many of the complicated problems of cost, production and control lies in the development of skill in management.

Webster describes it as "the skill in directing administration." This is management in the restricted sense and, as the basic requirement of an executive in charge of any phase of operation, is far more important than the technical or operational skills required.

The key to this skill of management lies in the consultation with all management levels on the functions of the business, and in the establishment of lines of communication between individuals on each level, and between the various levels of the organization. The success of any business depends upon the thinking, motivations, and ideas, as well as the fears and complexes, of all the members of an organization. The objective of this management should be to build a vital, imaginative, and creative supervisory group without fears and complexes, with unity of purpose, and enthusiastically striving for better results.

## I. VITALIZING THE FUNCTION OF MANAGEMENT

The four factors essential to a dynamic management program are:

A. Sound planning in all management levels

- B. Effective supervisory control
- C. Willingness to modify objectives, policies and procedures to keep pace with change
- D. Development of personnel

#### *A. Sound Planning*

Supervisors whose habits have become routine, whose spirit is low because of lack of diversified, stimulating, and creative experience, whose participation skills lie dormant through lack of opportunity in policy making, and who gripe behind the scenes because of fear or lack of freedom of expression, suddenly come to life and become vital and active when their management creates the opportunity for them to plan their work and share in policy making.

Only one day a month spent with groups of supervisors clarifying the organization structure, defining logical work assignments, and developing policies and procedures will materially aid the sound planning needed in every organization. Is it worth one day in thirty to build a supervisory organization, enthusiastically striving for better results because of the confidence placed in them by their superiors?

#### *B. Effective Supervisory Control*

This is the management function which keeps operations on a planned track. Essentially the goal of such supervision is increased production in a team of workers through unity of effort. Leadership which generates a desire in the group to unite in achievement has created supervisory control. In the navy handbook, "Sound Military Discipline," it is stated:

"Where individuals are collectively concerned, unity of effort is the most important single factor contributing to the common success."

The key point in supervisory control is, of course, the ability of management to produce results through group action.

#### *C. Willingness to Modify Objectives, Policies and Procedures*

As a business grows, develops, or simply becomes routinized, central management often insulates itself from direct day-to-day operating problems. The organized group method which ties in all levels of the chain of command through well organized channels of communication is the best way for chief executives to keep pace with needed change. When all supervisors feel free to express themselves they will make recommendations for new and improved policies and will keep their centralized management better informed. Only when these channels of communication are kept open can we retain the flexibility necessary to accept and make needed improvements.

#### *D. Development of Personnel*

Personal leadership developed to the maximum of capacity is management's

most potent instrument of self-preservation against competition. Men produce to the extent to which they are provided with the personal leadership. The first task of any administrator is to provide this personal leadership to those reporting to him. We know the answers to layout, scheduling, and work skills, but it is group enthusiasm that gives the real impetus to production, sales, and profits.

One striking illustration shows how personnel leadership is developed the hard way. A store manager in a retail chain was promoted from a small store to the Company's largest store. In the small store, personal energy and enthusiasm had produced satisfactory profits. In the larger store, he was handicapped by his desire to do everything himself. Lack of organizational ability and failure to delegate responsibility resulted in inefficient management and loss of profit. He was subsequently transferred to a problem store where it was believed personal energy and detailed effort was needed. The attitude of the manager showed guts. He reacted:

I'll show them I'm not licked. I'll lick this problem and get better profits than they have ever seen."

His dictatorial method and demand for results from supervisors and employees proved disastrous. One of his key supervisors led a revolt demanding his removal. A wise district manager backed the manager but privately secured an admission of poor personnel approach. They reached an agreement to try group leadership and participation. An open-minded labor representative helped with employees attitudes and a humbled store manager started again.

One of the big factors in the problem was the necessity for renting a stock room across the street, because the store had no adequate storage space. Through group action, this problem was tackled. Refuse was cleared away to make space for a new stock room, and with free old lumber the manager and key members built a new stock room. There was no place for training meetings, so a conference room was also built by the group. Today group meetings are held weekly, and the profits of this store lead the 120 stores in the area. The supervisor who led the original revolt is now the right hand man to the manager. New planning, unity of effort, group participation, and training, replaced the dictatorial drive for results.

### *Consultative Supervision Gets Results*

Planning, control, pliability, and personnel development are achieved in many ways, but will be most effective when growing out of a participation and training program for the whole supervisory organization. This type of consultative supervision is the best assurance of results. We can agree with Clayton Hill in his address before the A. M. A. this year when he said:

"We need the complete loyalty of properly selected and adequately trained foremen to increase productivity. To this end, it is believed that the development of highly efficient supervision must be a continuing process; it cannot be achieved through an occasional spasmodic training program campaign. There is no better way than day by day

participation by foremen in the formulation of policies, plans, processes and procedures. Properly handled, this insures the communication we hear so much about and makes the foremen in fact as well as theory a member of management."

Establishing channels of communication presupposes that executives and supervisors help in determining, voicing opinion about, or having freedom of expression regarding the management activities for which they are responsible. This is really what industry must face if we are to safeguard the maintenance of free enterprise. This is the only method for preventing our submission to some form of the collectivism to which the rest of the world is committed.

Such a program must be real to the participants and must give them tangible evidence of the results of their efforts. Many chief executives have expressed fear of losing control or lessening discipline if lower management supervisors share in policy making, or freely express themselves about the management of their business. Experience has proven the opposite to be true.

The establishment of consultative methods and communication lines is not a separate activity. It does not take time from the normal pursuits of good business practice. It does not cost any real extra money, and it does provide a way of weaving together the development of the whole management program.

## II. SAFEGUARDS TO GUARANTEE COMMUNICATION RESULTS

Any program of participation must have substance. Many organizations have programs with sound objectives and splendid discussion material, but too many programs do not provide the simple safeguards that produce results. After a recent lecture at Harvard Business School, a representative of a large corporation said:

"We seem to have all that you have been talking about but something is lacking. The program just doesn't work."

With a few questions we quickly established the fact that the easily created protections for assuring smooth flowing channels of communication were missing.

### *A. Calling People Together in Logical Organization Groups Under the Chairmanship of Their Direct Immediate Supervisor*

When this is done, executives and supervisors at all levels join with their supervisors and subordinates in developing management control functions and in working out ways and means to improve Company operations. This assures the proper representation of upper and lower levels in every group, and keeps the organization chain intact. With the exception of the chief executive and the lowest level group, every man sits in a group with his own associates and represents the thinking of this group in the discussion with his own staff. He also represents the thinking of his group in the next higher level. This strengthens the links in the chain of command and maintains effective supervisory control.

*B. Maintaining Carefully Prepared Minutes of Every Group Session*

This is of paramount importance. These minutes become almost legal documents to the foremen and other supervisors in their zeal to assure credit to their group for accomplishments. Occasionally a selfish or politically minded executive grabs an idea and puts it into effect as his own. Sometimes he is actually sincere and is not conscious of upsetting the democratic process. The minutes prove or disprove any claims or criticisms. This is another important protection of the communication line.

Minutes also provide the agenda of discussion for the upper and lower level groups. They may also be sent to any control center for review or reserve purposes. Through the simple process of sending a copy of all minutes of all groups to one central point in any group, a check can be made on whether or not policies, programs, or instructions have flowed down with full discussion and presentation in the proper spirit through every level of management. On the other hand, a check can be made to be sure ideas, reactions, or criticisms of lower level groups are reflected in the minutes of every higher level group through to the point of authority. This leads to the last safeguard.

*C. Holding Some One Person Responsible for Reviewing the Minutes of all Group Meetings*

The responsibility of this person is to review the minutes of all meetings to be sure the channel of communication is kept open. An idea which has been carefully discussed and enthusiastically recommended by a lower level group must be processed and cleared through every level of supervision. Bypassing one level or breaking the chain at any level will lessen the morale and kill the enthusiasm. Someone also needs to check the flow of executive policies, programs, and instructions down through each level.

In one large corporation the training director was held responsible for review and coordination. In another, where twenty-nine groups met monthly, a good secretary on full-time assignment did a satisfactory job of review and reported important matters to the executive vice president. In the company with the most intensive program, the organizational groups were called management councils, with fifty-four groups meeting regularly. In this instance, a young, capable executive, with the help of a secretary, acted as executive secretary of the management council program and reported directly to the operating vice president.

In summary, the three key points to success of a communication or supervisory participation program are:

1. Meetings in logical organizational groups.
2. Carefully prepared minutes of every group section.
3. An executive secretary or central staff member to review minutes and assure smooth flowing channels of communication up and down through each level of the organization.

A fourth requirement might be added—patience and sticktoitiveness. No human relations program produces quick results. Habits of long years do not change overnight.

### III. CONTENT OF GROUP PROGRAMS

The heart of supervisory training or consultative programs lies in the development of the function of supervision. The major discussion in group meetings should be primarily developing the kind of formula for supervision which men understand and agree to apply; it then becomes a work pattern or working agreement between men and their supervisors. Such a formula, plus the opportunity for reviewing policy and making suggestions, becomes the group program. No supervisory training program, no matter how it is dressed up, contains anything more. The management council program therefore covers:

- A. A formula for supervision.
- B. Review of and agreement upon management policy with a determination of policy within the group authority.
- C. A suggestion program.

#### *A. A Formula for Supervision*

1. *Clarification of organizational relationships by means of a clear statement in writing of functions, authorities, and responsibilities.* Business generally is agreed that for men to produce, they must first have a clear understanding of the organization of which they are a part, and fully know the functions which they are to perform. Each must know the extent and limitations of his responsibility and executives and supervisors need to know the amount of authority they can exercise. Actually, how many supervisors feel free to exercise authority even when it is delegated to them? This is a real problem in many industries when conflicting line and staff orders are issued which are often at variance with the supervisor's understanding of his own prerogative.

Some executives balk at a program which requires time for putting functions, authorities, and responsibilities in writing and clearing them with organized supervisory groups. All personnel, whether in an operating or staff capacity will find that writing such a statement is a difficult and time consuming task. Few people in an organization have such a clear grasp of the factors in their job that they can outline a work picture acceptable to their superiors and clear to their subordinates. This is the very reason why such a statement with agreement by all concerned is necessary.

In one group discussing job clarification, a member with long years of service retorted:

"If I don't know my job after twenty years of practice, I never will."

In the same group, in the original job statement, not one item of personnel responsibility was listed. Two years later, the same group appointed a committee to bring



their job content up to date. When the group finally completed what they, at this time, believed was their job, there were fifty-seven items relating to personnel. Group training and discussion forced attention on the whole job.

2. *Objectives or goals of achievement.* Some of the best conferences held in industry grow out of men discussing individual and group objectives. A group of store managers once said that their objective was to make their stores the best drug stores in America. Development of this statement soon led to the listing of fourteen separate conditions which would have to exist in a drugstore for it to be a top ranking store. At first there was great variation of opinion among the separate store managers. There was also difference of opinion between the store managers and their district managers as to the specific objectives toward which store managers should work. These differences were resolved, and a common pattern developed. Real training took place in these sessions, and the result illustrates the advantages of group discussions among individuals and their superiors in establishing goals of achievement.

3. *Measurement of performance.* Every person in an organization wants to know what his boss thinks of his performance. As one president put it: "How'm I doing?" is on every man's mind." The executive who has a regular plan is giving his people the score on their performance, and will have satisfied personnel. But the average supervisor does not do it unless he is stimulated by group action, can follow a plan he has helped to work out, and is trained in a step by step method of application.

4. *Group leadership.* Any group discussion will be more effective if led by a trained conference leader. We have not yet reached the stage, however, in which conference leadership skill is a requisite of executive responsibility. Many companies will never have a supervisory training and participation program if they wait to train all supervisors in conference techniques. Many supervisors who are good in other phases of their jobs will not make good conference leaders. It is for this reason that, in many companies, special conference leaders are employed or selected from the supervisory group to conduct training conferences. This is often a mistake.

In one organization with fifty-four executives and supervisors, the Executive Vice President met with each group, explained the new method of consultative management, and announced the program. Every man was told that the development of group enthusiasm was part of his job. There was quite a variation in accomplishment, but no one failed. One man was so nervous he wrote out ahead of time what he wanted to say about every item on the agenda, and read each one to the group. He arranged time for discussion and wrote out answers to the anticipated questions. This type of preparation was his lifesaver. Last year his general manager rated his group meetings and personnel development number one in his area. This executive will never be a technically trained conference leader, but he has found a way to develop group action.

Supervisory groups have asked for special conference technique training. This is good and, when possible, should be provided. On the other hand, it is not good to force all supervisors to learn discussion techniques if they find them difficult to practice, or if the standards set by such training make the less qualified feel even more inadequate.

Supervisors *can* maintain group interest, and continued participation *can* be guaranteed if the discussion is developed from the group itself, and if the normal safeguards of organizational groupings—written minutes and centralized review of group discussion—are maintained. In the process, supervisors will develop ability as conference leaders.

### *B. Review of and Agreement upon Management Policy*

Every organization has certain basic policies which must be applied; the life of the organization often depends on these. First, policies should be separated into those which must be determined by group action of the chief executives, and those which can be similarly formulated through group action by the men close to the operating picture. Too often, unwise policies arise from armchair policy-makers who fail to recognize the value of the morale stimulus and collective judgment to be gained from participation of supervisory groups. Second, a way should be found to develop clarity and understanding among the supervisors who put the policies into effect. A group program to develop unity of thought and action is the best way to merchandise top policies, to get agreement on them; it is also the best way to assure sound judgment in the determination of policy by lower level executives. Many labor problems and loss of profit result from the absence of the machinery for building such sound policies.

### *C. A Suggestion Program*

In the supervisory manual of one large corporation, under "Policy Formation," the following is stated:

"Supervisors on any level are free to make any suggestion or criticism about present company conditions and practices through the medium of the Management Councils. It has been agreed that no policy will be put into effect by the top management without review through every level. The reactions of the supervisory line are brought back up to the top so that the thinking of the whole organization will be crystallized in the formation of policies and procedures."

This, in addition to making supervisors free, provides a real suggestion system that works.

This part of a supervisory program is the most time consuming, but it is also most interesting to the group and profitable to the organization. When men are free to express themselves, and can sense the desire of management to hear their ideas, there

will be a continuous flow of good suggestions for change or improvement of business procedure. Group discussion, with the advice and counsel of the boss usually results in the over-ruling of poor ideas.

At first, as with most humans, the discussion starts with an air of skepticism and selfishness. This is the time for patience and persistence. After a few meetings, the self-centered motive diminishes, and the desire to improve results becomes primary. Once the process of free expression is under way, men enter freely into the spirit of being forthright yet constructive, and a wholesome atmosphere pervades the group.

*"Freedom of Speech"*

The first group in one New England organization was having its first group session. The group was disinterested and restless; finally one of them asked:

"Do you really mean that we are free to spill what we are concerned about? If so, we have some ideas."

The chairman stopped the demonstration and repeated to the group that they were free to bring up any subject they pleased. Nearly everyone wanted to talk at once, and nine men were on their feet at once. (Later it was learned that this group had been trying to organize a union for supervisors.) When order was restored the group presented twenty-five requests, mostly of a selfish nature, which they insisted reach top management. Complying with their requests broke all the rules of organization and proper communication, and the higher level executives were afraid of the reaction if recommendations for increased salaries, better bonuses, longer vacations, and improved working conditions reached the president. The personnel director, who was responsible for the success of the program had naturally prepared the president but, when the recommendations were presented, the latter went through with the act. After reading the recommendations, he looked up and said:

"This is swell!"

He then gave instructions for careful review, necessary action, and adequate reply. He also asked that the same recommendations be presented to each supervisory group as it was organized, and that their opinions be carefully recorded. With sighs of relief, the executives left to plan their strategy, knowing the supervisory program would now have enthusiastic participation. This same supervisory group has for over four years led all others in making helpful suggestions and in developing supervisory methods.

Production ideas will always predominate in plant groups, and merchandising ideas in sales groups, but executives will be surprised at the number of good ideas which will develop for improving general management. The percentage of accepted suggestions will also be amazing. Individual suggestions plans have their place, and are very worthwhile for employees. Individual plans, however, will never compete with the value of ideas and reactions developed from supervisory groups. In

actual practice, suggestion programs are vital but not a time consuming factor in management council groups.

#### IV. THE ORGANIZATION OF MANAGEMENT COUNCILS

All kinds of supervisory conferences are being conducted in industry. Few companies, however, have an organized method so as to provide smooth flowing channels of communication. A *communication program* is the first essential if all levels of supervision are to be made to believe that they are, in fact, members of management.

Some supervisory groups of this type are, as we have mentioned, called *management councils*. Others are known as A, B, C, D, and E groups, while another company with a well organized program calls it the Conference Program for Supervisors. The mechanics of a consultative or participation program is based on regularly scheduled meetings (usually once a month) of groups of people holding positions with the same job title, or groups at the same level in the organization whose work is closely related.

Management Councils are planned so that people sit in organizational groups with their own immediate supervisor as chairman. Lead men meet with their foreman as chairman; foremen in a plant sit with their superintendent as chairman; superintendents and special staff aides meet under the chairmanship of the works manager, or in a single plant company, under the operating vice-president. He in turn is a member of the top council under the president.

The timing of these councils is arranged so that in one month leadmen and foremen suggestions are discussed, acted upon, or passed upward through the chain, and, if necessary, all the way to the president's council. Conversely, if top management wants foremen and superintendent ideas on some problems, they can be gathered and returned in one month. This has been done in one organization with thirty-nine groups in as many states.

Management council programs, to be successful, should have their first organization at the top. The president or chief executive should organize his own staff group, and, by precept and example, set the standard for the lower groups.

#### V. CONCLUSION

The establishment of consultative methods and communication lines is not an activity separate from operative responsibilities. It does not take time from normal pursuits of good business practice. It does not cost any real extra money and it does provide a way of weaving together and developing the whole management program. It will:

1. Assure the development of an effective organization structure.
2. Provide sound planning and policy development at all management levels.
3. Create effective control through careful supervision.
4. Establish the chain of responsibility and authority.

5. Provide for continuous observation and analysis of results.
6. Achieve pliability and flexibility of objectives, policies and procedures without loss of centralized control.
7. Educate supervision to recognizing the importance of human relations and their activities.
8. Develop personnel through:
  - a. The improvement of the individual skills and performance on the job.
  - b. The development of potential abilities to carry greater responsibility.

These results are achieved by many successful corporations in various ways and often without either adequate communication or consultative methods. In the long run, however, the lack of systems which unify the whole organization will create problems and lessen effectiveness. No one program can be a panacea and none will apply to every situation.

Sometimes chief executives are not gaited temperamentally to work on a consultative basis. Some executives will understand the value of team enthusiasm, and even order it for the other fellow, but because of ego, pride, or just resistance to personal change, or simply because he does not have to, he will never follow through himself. Some men are completely inconsistent and carry on a program of training or participation through meetings while completely violating these principles in daily operations. In such situations, responsible staff assistants must be patient, and allow time, experience and demonstration work out the cure. In some places no democratic plan will work. This is unfortunate, because the lack of real management in too many places is proving the failure of free enterprise, and is encouraging undesirable regulation. Such organizations should not be surprised when labor unions get tough.

Management executives will generally agree that one of the most difficult tasks of top executives is to get at the truth regarding problems of low production, poor coordination, or labor disturbances, particularly when such problems are influenced by weak morale or negative attitudes. A supervisory program providing channels of communication will ensure a continuous favorable reaction, resulting in increased profits to the organization.

The old philosophy of "let sleeping dogs lie" never develops facts or finds out real attitudes within an organization. An executive or management which is big enough to encourage frankness and which uses the information intelligently, knows how to handle men.

The modern business office is a "man's world" and women are at a disadvantage there. This gives rise to some situations involving personal relationships which women feel are not always fair to them. Here are some findings of a survey in which "the gals talk back."

# Office Manners—The Gals Talk Back

BY ESTHER R. BECKER,  
Forstmann Woolen Company

**W**HAT single idea makes the difference between harmony and conflict in most office relations? What principle determines whether there are to be good relations between boss and employee, and among fellow workers? The answer, in the majority of situations, can be found in one word: Recognition. Recognition is a basic human need. We like people to take our advice, and to recognize that our judgment is good. We join clubs and societies, to be identified with a group—another type of recognition. One underlying aim of unionism, whether in the factory or office, is to gain recognition. In office relationships, recognition seems to be of two kinds. First, there is financial recognition. Second, social recognition. "Social" is not used in the *Emily Post* sense, but in the sense of recognition as a *person*, important for his own sake.

## A SURVEY OF OFFICE WORKERS FEELINGS

An informal survey, made by the writer and some office associates, revealed the feelings of certain office workers in regard to office relationships. The desire for financial recognition was mentioned much less often than might be expected, and then only indirectly. Several girls said they disliked the fact that they had to ask for merit raises, because the company apparently gave none voluntarily. This is a common source of friction. Dissatisfaction also arises when an employee gets a raise at once. It makes other employees wonder whether the bolder worker got her raise merely because she "had the nerve" to ask for it. It may well be that the employee who asks for a raise is actually a person of more initiative, and so more deserving of one. But that is something the supervisor should recognize himself. Much better,

if the supervisor has overlooked a worker's merit, that he tell the employee he will consider the request. Then an increase can be given voluntarily several weeks later.

Petty jealousies sometimes occur when people who have access to confidential salary information, let this knowledge affect their relationships with persons in the office. The ideal arrangement is to have salaries controlled by a "neutral" agency, like a home office, which sends checks to a plant, or like a centralized payroll department.

Job security apparently was not a strong factor among the younger office girls interviewed. They did, however, want a chance to advance to top posts. And they felt that the company should provide the training to enable them to advance. Very few considered it necessary to take evening extension work on their own initiative, or at their own expense. Our survey showed that some resentment is felt toward bosses who stand in the way of promotion of their secretaries. Few men are willing to relinquish a good secretary and break in a novice. "Once a secretary, always a secretary," is too often true.

### SOCIAL RECOGNITION

In many companies both employers and employees are alert to the importance of human relations in the office. The boss attends numerous conferences, writes bulletins and memoranda on how to handle employees. Girls have dipped into popular psychology and have taken courses on office practice. Yet, in instance after instance, office workers complain that the bosses "don't practice what they preach." And employers, on their side, say that the younger office workers make little effort to study their boss's personal habits or to anticipate their needs. The reason for this mutual lack of understanding is that most people neglect to apply the knowledge of human relationships they already have. They do not recognize that the other person is an individual.

Our survey showed that the outstanding grievance of both secretaries and office workers was being kept overtime without notice, whether or not overtime was paid. Here are typical comments: "He dictates too late," "He sits around all afternoon before he dictates," "He forgets employees have their own plans for after-office hours," "He waits till five of five to sign correspondence or reports," "He called me up Friday night to come in and work Saturday." Lack of consideration on the part of the boss comes in for its share of criticism. One secretary wrote, "I don't wish to cast aspersions on my boss, a grand person, but he doesn't realize how many 'piddley' details take up a secretary's day."

Social status is important to women. They resent a boss who asks his secretary to shop for his wife. Moreover, office girls made it plain in their answers to our questions that they aren't interested in "listening to the details of his wife's operations," or "hearing about his children who have the measles." Often, such time spent in chatting means the secretary has to rush with her work to complete it during

the day, as a result of time wasted. One girl listed as her particular grievance "the boss whose wife drops in to the office too frequently." She went on to explain that the wife asked her to perform all sorts of minor duties, like making telephone calls, buying train tickets, and writing social letters.

#### SHOULD THE BOSS ASK HIS SECRETARY'S PERMISSION TO SMOKE

Several complained about cigars or pipes. Not that they expected men to give up smoking for their sake, but they like a man to ask, "Do you mind?" particularly if a girl has to sit for hours in a smoke-filled room. It's a wise boss who remembers there are no more stenographers. All girls who take shorthand are now secretaries. An even worse offense than calling a girl a stenographer, is to abbreviate her title to "steno." The nervous boss or supervisor isn't too popular either. He is the man who continually checks up on everything. "He robs me of all confidence in myself," a fairly self-sufficient Miss reported. "As a result, my work suffers progressively." "My boss picks up work before it is finished," a man in a junior executive position reported. He doesn't give me a chance to see if there are any mistakes in it." "It's very seldom that I have a private phone conversation," a young woman who had left school-teaching for business explained. "In school teachers aren't in the habit of getting phone calls. But, occasionally, someone does call me, since in business there is more latitude about this matter. My employer seems to have the habit, then, of standing and listening to what I say—not unkindly, but just curiously. But it's annoying, just the same!"

#### ARE WOMEN GOOD BOSSES?

One of the questions in the survey was, "Are women as good bosses as men?" The almost unanimous answer seems to be "no," but few reasons were given. One of them was that a woman is more personal, tending to criticize clothes, or hairdos. Another was that if an older, unmarried woman is the boss, and a younger girl, working for her has a boy friend, the woman boss is apt to be resentful. "Whether I'm late, or make a mistake, or forget to do something, my supervisor always comes back with some remark like, 'Oh, thinking of your boy friend again?'" was the way one teenager put it. Here's an illustration: this incident occurred in the Mailing Department of a large down-town office. The day before New Year's several of the girls came in with their hair done up in pin-curls, and tied up in scarves or headbands. The office manager called the girls' supervisor, a kindly, motherly type of woman, and told her to order the girls to unpin their hair. "Scarves and curlers don't look dignified in an office," he added. The supervisor called the girls together, and tactfully explained that they must comb out their hair. Who got the blame? The woman supervisor! "She's just an old-maid—doesn't want us to have fun," or "If she had somewhere to go New Year's eve, she wouldn't make us do this," were some of the remarks passed.



### "BLACK MARKS" AGAINST THE BOSS

The boss who isn't neat is resented by some girls, judging by their answers to our survey. Other "grievances" are the boss who decides the time of his secretary's vacation, who marks up work that could be corrected, who writes poorly, who corrects his secretary in front of others, who talks about other workers. High on the list of good qualifications of bosses is remembering anniversaries. Women love anniversaries—the box of candy on a birthday or when someone has been with the company a year, or five years, is a mark of true consideration. The executive who interrupts his office people during lunch hour, if they are eating in the office, comes in for a share of criticism. Unfortunately, girls dislike being sent to other offices to help out. This often is to their own disadvantage, because they could broaden their overall knowledge of the company, by gaining more experience. But they apparently feel that this practice of occasionally working for someone else detracts from their prestige.

### RESPECT FROM THE BOSS BEFORE VISITORS

Girls will often overlook things they dislike in the daily routine of office work. But, let a visitor be present, and little annoyances are magnified. The boss who dictates in front of a visitor and then asks a perfectly efficient girl, "Did you get that?" has a black mark against him. This is also true of a man who repeatedly calls a girl to impress a visitor, and issues enough instructions to last a week. The habit some people have of saying "This won't take long," rubs the employee's fur the wrong way. "He hasn't the slightest idea how long it will take!" one girl angrily exclaimed.

The question of using first names affords the most controversy. An executive frequently calls the girls in his office by their first names. Sometimes, even his wife will do so. But can his secretary, even though she may hold a college degree and have an excellent family background, take the initiative in calling her boss or his wife by their first names? If not, why not? Moreover, should men and women who hold positions of equal rank in an office, call each other Helen and Bill, or Miss and Mr.? That is one I won't even try to answer.

### TATTLERS AND GOSSIPS

Here are some things fellow-workers do, that apparently are annoying:

1. Taking things from accustomed places without returning them, like borrowing a dictionary, material from files, or even just an inkwell.
2. Dragging in a previous job. Some people preface every conversation with, "We used to do it different where I worked before." Who cares?
3. Entertaining secretaries or clerks while waiting in an anteroom for the boss. The secretary would never get a bit of work done if she had to hold a conversation with every visitor.

4. Interrupting people who sit in an exposed area. "Did you see so and so pass by?" Or some people just stop, out of friendliness, to pass the time of day.
5. Presuming on another's courtesy. For example, a girl called Marilyn writes:  
"In our office, some of us eat lunch in on rainy days. I usually go to the drug store for coffee and sandwiches, and bring them along for another co-worker, a girl called Gladys. One day, a friend of Gladys' wanted to join us. Gladys said, 'Marilyn always brings up my lunch. She'll get yours, too.' I felt very badly about that, I don't think Gladys should have offered my services, without asking me. I do her a personal favor, but am not a messenger."

The man or woman who comes to your office after five o'clock and delays you with requests for information, or tries to arrange work for the coming day, lacks true consideration for his fellow workers. The person who is continually called out of a conference, or receives messages, infringes on the time of his associates. Younger girls in many offices feel that older girls are "clannish," or snobbish. "They treat us like kids," one teenager remarked, "and exclude us from social activities. We're made to feel we are not welcome in the office."

#### INTRODUCTIONS IN THE OFFICE

Here is a letter about introductions:

- "When my boss has a business visitor in his office, and he rings for me to bring him something—as a letter from the files—should I be formally introduced to the visitor?"
- "Suppose I go to the reception room to escort a visitor to my employer's office. Should I be formally presented to the visitor when my employer meets him in his office?"

That's the type of thing that is often in the employee's mind. These examples suggest ways each of us in office work can do better in our relations with others. Recognition of the other person as an individual, whether he is our boss, our fellow worker, our assistant, or someone outside the company, is a most important factor in office efficiency.

Measuring "man performance," or Merit Rating, is an important management responsibility. Copying forms used by another company, or constructing a form by common-sense usually proves to be a disappointment. It is more difficult to develop a merit rating procedure than most people realize. Here is a statement of some of the principles governing effective merit rating.

# Merit Rating—A Restatement of Principles

BY IRVING WEINSTOCK  
New York State Employment Service

THE rapid growth of merit rating systems and, even more, their literature, has been a latter-day phenomenon in the fields of management and supervision. Industry, government, education—all have contributed largely to the development of a tool and technique of considerable value in the every day operation of almost all fields of endeavor.

So many merit systems and programs have evolved and so many claims and counter-claims have been made for and against, that it would now appear quite in order for administrators, managers, supervisors and even top brass to pause for breath and consider basic values and objectives. Proponents of merit rating may see in it a solution to all supervisory problems; others may see it as an actual deterrent to employee morale and performance. In any case, the field is still a deeply controversial one in which there is relatively little agreement even on fundamentals.

The purpose of this article is to set forth what the author believes are some of the basic objectives, possibilities and limitations of any rating plan—in short, what it can do and what it cannot and should not be expected to do.

## WHY HAVE MERIT RATING

Why should we have merit rating at all? The obvious answer is in order to obtain some measure of an employee's performance. Too often supervisors lose sight of this fundamental idea—the purpose of rating is to evaluate *work* performance. All other considerations are important but secondary.

Granting this premise, merit ratings provide a means of enabling the employer

to make personnel decisions affecting his employees' working lives in many ways. Without some such tool, objective to a degree, decisions affecting individuals would necessarily be on a haphazard, personal, completely subjective basis which might follow as a result of impressions, likes, dislikes, hunches and similar non-scientific approaches. This is not to deny that almost all rating systems include some measure of subjectivity, but since we are dealing with human beings, not machines, this is necessarily and properly so.

However, the rating does provide a systematic, impersonalized to some degree (through production records, for example) record of performance and progress. It measures output quantitatively and qualitatively, evaluates personal characteristics as applied to *work* situations, attitude and possible promotability, which, over a period of time, allows a fairly accurate picture to be drawn of the individual, his accomplishments and potentialities.

More specifically, the rating provides a basis for determining wage increase eligibility, promotion, transfer, layoff (where seniority is not the only factor) and similar personnel actions. Possibly most important, if properly performed, by pointing up indicated strengths and weaknesses, it allows supervisors to attempt adjustment and improvement in areas of deficiency or utilize strengths to attain better all-around performance. By making available to the employee the opinions of his supervisor in summary, *written* form, the rating should not only bolster the employee's morale but provide a real basis for mutual cooperation and teamwork. Assuming the existence of satisfactory conditions of developing and presenting the rating to the employee, he obviously will be far better able to do a satisfactory job if he knows just what is expected of him (job duties and performance standards) and how he measures up to these expectations (evaluation).

### HOW TO GET RESULTS

Since we are dealing here with principles, we must necessarily consider also the methods of attainment. How can we best insure that the rating plan will achieve its stated purposes? In part, the answer is suggested above, but there are several other factors which can be summarized as follows:

1. The rating plan must not be imposed on the organization from above but should include active participation by all levels from top management to the worker on the firing line. It might just as well be recognized that a half-hearted attempt at a plan or one which is not known to have the full support of top management is foredoomed to failure.
2. To assure an effective and acceptable plan, it should be open to periodic review and change. This means that suggestions should be solicited and changes discussed with all participants prior to going into effect and that recommendations from below should receive as careful consideration as those from above.
3. The rating procedure and forms should be so constructed as to provide a uniform process which can be applied in all or in part to all jobs in the organization.

4. Similar jobs should be measured by similar criteria, regardless of the individuals performing these jobs. All employees should be furnished with a copy of their actual job duties and the standards of performance pertinent to them.

5. The plan should provide for training to both raters and ratees so that both understand their roles.

6. It should be an open procedure, i.e. available for reference, simple to administer and understand, in which the ratee has the opportunity for complete and frank discussion with the rater before the rating becomes official.

7. All ratings should be subject to review by a supervisor at least one step higher than the rater, but adequate provision should be made to protect the immediate rater from pressure to conform to the reviewer's viewpoint.

8. All completed ratings should be reviewed by a section, division, department, or plant-wide rating committee (depending on the type and size of organization) responsible for checking adherence to standards, policies and procedures.

9. The results of rating should be sympathetically administered as a basis for adjustment, correction and training but incompetents should be weeded out.

10. Finally, both supervisory and working force should be made clearly aware of the *limitations* as well as the positive uses and objectives of the plan. It should be recognized that merit rating is not a panacea for all supervisory problems and that it does not and cannot supersede administrative prerogative in such matters as discipline, counselling and the like.

#### OTHER REQUIREMENTS

While these requirements are certainly not complete they are representative and essential ingredients in any merit rating plan. However, the mere statement of them alone will not serve to assure their success or even adoption. Primarily, the merit rating plan itself plus the type of training and education given to the staff, provide the most likely key for its success. These, however, must be accompanied by other factors, some of which are not often recognized as necessary to the fulfillment of the merit plan.

1. The objectives of the rating plan must be clearly stated, practical of achievement, and known to all participants.

2. The rating program must provide for careful and adequate training of supervisors in methods of application and utilization for on-the-job training and adjustment.

3. Concurrently, there must be training of rank-and-file staff to obtain understanding and acceptance of purposes and principles.

4. Rating should be a gradual, not a sudden process. By this is meant that final rating should come only after there have been several formal periodic conferences between supervisor and subordinate, bolstered perhaps by informal ratings, to the end that strengths and weaknesses are currently known to or at least discussed with the worker. In effect, this would make the final rating no more than a summary of

previous discussions and would cushion considerably the shock which many workers often express at rating time.

5. Most important of all. The rating system and its results must be integrated with the general administrative program of the organization so that performance evaluation does not, as too often happens, remain merely as a statistic in the unreal atmosphere of a vacuum. This means that top management must analyze ratings both on an individual and a mass basis to discover and utilize trends, general organizational strengths and weaknesses and other factors which are proper to and natural concomitants of a rating program.

In all of these factors—principles, methods, objectives, training—it must be kept clearly in mind that merit rating should not be a means or an end in itself, but, rather, a tool which should be integrated into the entire process of supervision. Merit ratings are here to stay but it is vital that they neither be over-valued nor too deeply depreciated.

Editor's Note: The author has pointed out many of the important requirements that must be fulfilled if rating is to be effective. One other *essential* step is to make a statistical analysis of the results of rating in order to be certain of the following: (1) that rating factors overlap, or duplicate each other, as little as possible; (2) that ratings are valid and reliable. (A rating is valid when it in fact measures the thing it is supposed to measure and is reliable when separate measures give the same result.) The Nash-Kelvinator Corporation is to be congratulated on its recent questionnaire on Merit Rating practices. This is a very thorough analysis containing 28 questions in six sections. One section is devoted to "Statistical Checks," with four questions on validity and reliability. Another section is called "Acceptance of Program." Probably not one Merit Rating program in 100 gives any consideration at all to proving its results in unquestionable figures.

In part V of this series the author describes how the personnel representative helps the foreman in the field make his decision on what action to take following the employee evaluation.

# V. The Field Review Method of Employee Evaluation and Internal Placement

BY GUY W. WADSWORTH, JR.,  
Southern Counties Gas Company of California

## SUPPLEMENTARY ANALYSIS OF "SATISFACTORY" AND "OUTSTANDING" EMPLOYEES

THE Field Review contact discussion of employees who are satisfactory, or better than satisfactory (which in some cases will include "OK+" employees) is largely a matter of questioning the supervisor regarding what he has in mind in the way of future placement moves, or prompting him to plan such moves by using the same pattern of questioning used in connection with problem employees. Depending upon the line-up of jobs in the organization plan of the working unit, and upon such personnel changes as can be foreseen on the date of the Field Review contact, three possibilities should be examined in the case of each "OK," "OK+," or "+" employee on the roster:

1. The employee is satisfactory (or better than satisfactory) where he is, and regarded as a likely candidate for a specific promotion within the working unit. In this case some notation earmarking the employee for the promotion should be made with the probable date indicated whenever practicable.
2. He is satisfactory (or better than satisfactory) where he is, and a likely candidate for more important work, but there is no suitable promotion in prospect within the working unit. In this case some notation to the effect that the employee is "underloaded; no promotion in sight" should be made.
3. He is satisfactory (or better than satisfactory) where he is, but "as far as he can go." In such case, some notation such as "limited to present job" should be made on the roster. If in addition the limited employee holds a job that puts him in line for a next job up or a definite understudy position reinforcing a key job, it is particularly important to note the fact for further discussion.

These possibilities can be established ordinarily by questioning the supervisor as follows:

*"Had you considered assigning this employee to more responsible work or letting him understudy (the employee in the next job up) Mr. Jones in order to cash in on the fact that he can really turn out good work, or is he likely to stay where he is?"*

Any variation of this question which establishes the distinctions between promotional possibilities that can be used (within the working unit), or promotional possibilities that cannot be so used will serve. The same goes for any question which brings out the point that the employee is satisfactory in his present job, but not likely to move ahead. The objective is to draw out the supervisor and get some decision from him in each case. This process, carried on through the cases of all "OK," "OK +," and "+" employees in the working unit will show where each employee stands with the supervisor, and what is likely to happen to him when promotions are made.

#### APPLYING THE YARDSTICK OF FAIR PLAY TO SATISFACTORY AND OUTSTANDING EMPLOYEES

The fairness of decisions regarding promotion (or not to promote) has an important bearing upon the success of the employee evaluation and internal placement job that transcends the fairly obvious possibility that the supervisor may (or may not) play favorites in earmarking employees for promotion. It should be borne in mind that a fundamental purpose of the Field Review contact is to produce such stability in the working force as may result from positive planning of placement moves. The thesis is that employees of good caliber will ordinarily stay with jobs only when they are employed in a capacity in which they can succeed, and in which their success will receive reasonable recognition. Unless there is some evidence of a planned effort to direct the rewards of good work to people who deserve them, a company policy subscribing to the principle of "promotion from within" merely takes on color of something from the "joke book."

Promotions cannot be made solely upon the reward theory. It is no favor to an employee to move him up into a job that he cannot handle. Nonetheless no one should labor under the delusion that the average employee is pleased, or that he automatically tends to congratulate the other fellow when a promotion which he wants goes to someone else. Even when his best interests are served by keeping him where he is, the choice of someone else for a promotion is an intimate, personal affront, unless the superiority of the individual who is given the call is fairly obvious, and unless the choice was based upon manifestly impartial considerations directly related to the work. On this basis, it is desirable to test the cases in which an outstanding (or an "OK +") evaluation may underlie a proposed promotion, against the yardstick of fair play.

Here again, answers should be secured to four basic questions, whether they are



asked formally or whether the answers are apparent from the information drawn from the supervisor at some previous point in the interview:

*POINT ONE:* Has the employee's performance actually been superior?

The evidence of superior performance is ordinarily that the employee does certain things beyond merely going through the motions required to hold his job. Superiority may be manifested in going ahead with a job without being told what to do, and it may be evident in varying respects and degrees. Has the supervisor personally observed and cited instances of superior work? Has he indicated where, when, and under what circumstances? The point is to relate the outstanding evaluation to things that have happened on the job and that have been observed, pointing to a caliber of performance which obviously goes the normal standards of the job one better.

*POINT TWO:* Has superior performance been really typical?

Here again the point is to establish the consistency of the employee's performance. Has the employee typically turned in a high grade performance from day to day, or did the supervisor merely happen to be looking at some time when the employee was particularly "on the ball"? The point is to multiply the examples as far as necessary to be sure that the supervisor's estimate of the employee has been based upon continuing, as opposed to chance, observations.

*POINT THREE:* Is the employee really better than others who might be considered?

This is the pay-off question in applying the yardstick to outstanding employees. For practical purposes, superior performance must often be identified by comparison. This means comparing the outstanding employee's performance with that of other employees who are figuratively or actually "in competition" with him. What has *he* done, in relation to what *they* have done, that marks him as superior? Has the supervisor cited examples in which the performance of the outstanding employee was actually compared with that of other employees whom he regards as satisfactory, thus establishing that such other employees have actually been considered? If he has not, the personnel department representative should call for such comparisons and see to it that the other employees are looked over. This provides no guarantee that promotion of the outstanding employee will meet a favorable reaction on the part of employees who are passed up, but it will go a considerable distance in establishing a factual basis for the action. As general practice, therefore, the representative of the personnel department should single out satisfactory employees, if any, who perform the same work or operations as the outstanding employee and pin down the evidence of superior performance in the given case. In the process the supervisor may discover other superior talent, or he may conclude that he had better look things over some more.

*POINT FOUR:* Has the employee been tried out in the more important duties for which he appears qualified to the extent it has been practical to do so; or has any proposed salary increase been considered from the viewpoint of its effect on other employees?

These are really two questions, but one or the other may be applicable in applying the yardstick to an outstanding employee who is to move up or who is being considered for a salary promotion. As regards the try-out in a higher job, the average employee is ordinarily a known quantity only in the job he holds. Most promotions tend to stick even when they prove to be mistaken, as supervisors (and, for that matter, many top management people) do not like to back up on their decisions. For this reason, where vacations or absences due to sickness (or other causes) permit actual trial of the outstanding employee on the higher job, his real ability to hold the job can at least be looked over in advance of a final commitment. This is particularly important when the higher job is a supervisory position. A great many people who can do excellent work themselves cannot direct other people successfully. On this basis it is a good idea to check on whether or not the trial step has been taken, or to suggest that it should be, if it has not.

### YARDSTICK OF FAIR PLAY

#### TEST OF AN OUTSTANDING EVALUATION

POINT ONE: Has the employee's performance actually been superior?

POINT TWO: Has superior performance been really typical of the employee?

POINT THREE: Is the employee really better than others who might be considered?

POINT FOUR: Has the employee been tried in the more important duties for which he appears qualified to the extent that it has been practical to do so; or, has any proposed salary increase been considered from the viewpoint of its effect on other employees?

As regards salary increases from the viewpoint of their effect on employees who may be left out, there is probably no practice which causes more ill feeling than carelessness in handling the steps leading to a salary promotion or assignment of "merit" pay. In the nature of things, only a small proportion of the employees in the working unit are likely to receive merit increases. The employees who continue on the regular base rates are likely to see no element of rewarding good work in a particular salary or wage increase, but merely a case in which someone who does no better work than they do just gets more money. There should be some tangible and preferably obvious evidence of superior performance in any case where a merit pay increase is seriously considered. Otherwise the reward appears to go merely to favorites, or worse, to have no connection whatever with the caliber of performance.

### SUMMARY DISCUSSION OF FINDINGS

With all available facts about the line-up of jobs and about the employees in the working unit in hand, plus evaluations that have been tested and a plan of action developed in each case, the final steps in the Field Review contact are as follows:

*Step 1.* Over-all findings should be looked over by the representative of the personnel department to determine the degree to which key jobs in the working unit are properly staffed, and competently understudied if need be. The need for understudies

will depend somewhat upon what is known of the status and perhaps intentions of employees occupying key jobs. In some instances the employee currently holding key job will be known as a steady customer, not likely voluntarily to change his job. The general state of balance (or lack of it) of placements in the working unit should likewise be reviewed, to determine whether there is a shortage or surplus of qualified staff, aside from the problem employees who are to be replaced.

The supervisor is entitled to the qualified personnel which he actually needs, but not to over-staff even on a small scale. *A balanced working unit is typified in a situation where the employee on each job is competent to perform it, and where the probable development of employees in understudy jobs is such as to ensure getting the key jobs properly filled as need arises.* The need for a few replacements particularly in the lower grade jobs does not necessarily signify understaffing in the unit. *It is overstaffed when it has more capable people than can be used at capacity,* irrespective of a numerical shortage or prospective changes involving the personnel in the less important jobs.

As the personnel department representative moves from one working unit to the next, he will develop requisite skill in spotting shortages and surpluses of qualified staff. Conclusions on this score are of special importance in a later step. This summary review can be undertaken with the supervisor, and it is desirable to do so if it is done in the spirit of "adding up our findings to see where we stand." It is extremely ill advised to say: "Let's see whether or not you have too many people."

*Step 2.* Satisfactory (or better) employees who have been marked as "limited to present job," but who hold positions that place them in line for promotions for which they will not receive favorable consideration should be specially discussed to develop a possible reassignment for two reasons: (a) the employee involved is almost certain to become disgruntled when the time comes to move up and he is passed over, and (b) if a competent understudy is really needed, the supervisor is borrowing trouble by failing to train one. It is much better to relocate the limited employee in a comparable job (which does not involve understudying a key job), with a frank statement of reasons, than to await the evil day. His fellow employees are less likely to take sides over a change in the employee's job than over the rebuff implicit in moving someone over his head in making a promotion for which he has been in line.

*Step 3.* Satisfactory (or better) employees who are underloaded in the sense of being capable of doing more important work, but for whom no better job is in sight should either (a) be relocated in the working unit in a job which has a future, or (b) be discussed with a view to a possible transfer to some other working unit. It should be explained to the supervisor that such exchanges work both ways and that in all probability some of the replacements he needs will be drawn from other working units in the installation. Where each case of this type is discussed individually, *after* it has been determined that the supervisor has all of the qualified staff he needs (or arrangements have been set up to make good any shortage) he is more likely to assume a cooperative attitude than if discussion of such cases has entered the inter-

view prior to this point. A great many supervisors like to see people whom they have developed get ahead, and some of them may even volunteer to make transfers in such cases. In any event, it is only as people who are well thought of figure in inter-working-unit transfers that the transfer process gains respectability and acceptance. *A balanced distribution of qualified staff throughout the company cannot be achieved unless logical exchanges of underloaded employees who have no future in their current jobs are brought about.* The supervisor has no right to hold on to an employee whom he cannot use at capacity merely because he has spent the time it takes to train him. In cases where the supervisors refuse to cooperate on such a basis, it may be necessary to establish and enforce some form of priority in connection with necessary transfers.

*Step 4.* A summary review of needed replacements, if any, should be undertaken at this point, so that it will be clear that the personnel department is going to go to work on the staffing requirements of the supervisor. It also reminds the supervisor that he must prepare the employees who are to be replaced for the change.

*Step 5.* Finally, all of the findings and conclusions developed in the interview should be read back to the supervisor, and checked with him. This includes the comment, the planned solution in each case (or the conclusion that no change is to be made), plus the tentative or agreed date of each change.

This concludes the Field Review contact as it is carried on in a given working unit. There must, of course, be provision within the personnel department for follow-up upon individual personnel moves that have been planned. This should ordinarily be accounted for in the routine of checking personnel changes, and in occasional follow-up contacts in between the regularly scheduled Field Review interviews. In placement work, as in other forms of human endeavor, not everything that is agreed upon actually happens.

Our final discussion will concern some of the fairly general problems entailed in using the Field Review Method.

*(To be continued)*

# Editorial Comments

## The Words Without the Music

A FEW days ago I saw the General Electric program of "Employee, Community and Union Relations" as it is being presented to the 15,000 members of GE management and its 10,000 contact employees. It was a skillfully presented story and the ideas represent sound thinking in personnel relations. The American Management Association is to be congratulated for arranging to present this program at one of its sessions of the annual Autumn Personnel Conference, where it was seen by a thousand personnel men and women. This excellent visual presentation set me to wondering about the results of other plans for improvement in personnel relations. Many of these were originated in the top personnel office. Good brains perfected them. Some were even the result of calling in some high-priced consultants; experts with the last word in selection, job evaluation and training methods.

But practical psychologists tell us that people do not easily identify themselves with new ideas; even with ideas that will modify their behavior in only a slight degree. It is not enough to originate and explain even the most perfect personnel program: every person in the organization has to help develop the idea and put it into action. For example, before publicizing your attitudes on employee relations why not try developing and putting into practice a program such as that of The Thompson Products Company of Cleveland? Before you talk about your policy of paying fair wages and salaries why not make sure that you have used the best available method of measuring all jobs—including those of executives, as General Foods has done—and that your plan of wage and salary management is understood and participated in by all who are concerned with its administration. Before you talk much about your foremen being part of management be sure that you have actually done something to make it a reality. Do you secure wide participation by using conference methods of management? (Someone recently reported that an idea was more thoroughly explored when it was as new to the leader as to the group.) Before you talk about the opportunities for advancement to supervisory and executive levels make sure that you have availed yourself of the latest scientific aids for selection—such as evaluation of your executive prospects by qualified management psychologists. Only a handful of companies employ psychologists for any purpose—Southern California Gas Company, Owens-Illinois Glass Company and Atlantic Refining Company being among them.

No one likes forcible feeding but everyone likes to be told about management's plans. Information given to the whole organization promptly, fully and authoritatively dispels most of the distrust generated by ignorance of what's going on. So, give everyone a chance to participate in planning and developing your personnel relations program—to the extent that each one is in a position to contribute—and watch the emergence of a new spirit: a higher morale.

## Articles This Month

**T**he problem of communication, up and down the line, is important to all line and personnel people. Good communication is something more talked about than achieved. There have been many interesting comments from readers of the article in the July-August issue by Dr. Eisenberg and Mr. Donerly. Some of the writers express differences of opinion with these authors and one of them, Mr. Eric A. Nicol, of the Atomic Energy Commission, Washington, has submitted an article for this month which discusses communication in connection with training from a point of view somewhat different from the authors of the July-August article. One of the principal differences is that, whereas Dr. Eisenberg and Mr. Donerly recommend conference leadership by specialized conference leaders, Mr. Nicol insists that an unskillful *supervisory* conference leader is much better in the long run for the success of the program than the most skillful specialist. Readers will find a comparison of the two articles interesting.

Have you ever wondered what your Secretary thinks about you? You should. The Forstmann Woolen Company has long been known as a place where human relationships are given very careful consideration. Miss Esther R. Becker, reports some of the findings of a survey of the attitudes of office women on various aspects of human relationships. This report should be read carefully by everyone who supervises women. Indeed, the boss might do well to show it to his secretary and ask her for her helpful suggestions for his better conduct!

Merit Rating, or Performance Rating as some prefer to call it, is a topic of never-ending interest. An article this month by Irving Weinstock reviews some of the principles that should be followed in effective merit rating. The article deals with such practical questions as to why we should have merit rating at all? And how do we secure effective results? Check your own practices against the points in this article. Guy W. Wadsworth, Jr. of the Southern Counties Gas Company of California presents part five of his six part description of the field review method. Mr. Wadsworth remarked before this series began, that when a Company like his faces a rather strict seniority rule that it becomes imperative to make sure that employees who are retained on the payroll after a trial period are going to be useful and can be well placed. The problem of promotion on seniority will then be less difficult than it is in so many companies, where little attention is given to weeding out the misfits before they begin to acquire seniority. The problem faced by his Company is more difficult than many because of the wide-spread operations, covering a great many employees. Even if you cannot use his methods as he describes them, you will at least find his thinking sound.

# Personnel Research

*Army Personnel Research.* By C. D. Leatherman. *Public Personnel Review*, July, 1948, 9, 113-122.

During World War II the Army and the Navy made more extensive use of the social sciences than had ever before been attempted in the direction of mass human effort. Psychologists were in great demand for this program and were always supported by statisticians in order to evaluate the results of the programs with the utmost rigor. This war-time program of research and measurement is continuing in peacetime on a large scale, and many advances have been made since the war. Dr. Leatherman gives a brief view of this post-war effort, the scope and depth of which will surprise the personnel staffs of most commercial and industrial companies accustomed to large-scale operations. "The increased scope of post-war personnel research in the Army will include the careful investigation . . . of methods . . . involved in recruitment, selection, training and effective utilization of individuals and groups in relation to work situations or occupations, plus effective personnel management." This sounds like a good objective for a research program for industry. Dr. Leatherman's paper will interest and stimulate industrial personnel workers and give a broad vista of a fascinating field of effort. The main purpose of this article is suggestive and many references help the reader follow his special interest. References of special interest are those relating to "The Selection of Potential Leaders" and "The Interview for Selection Purposes."

*Task Perception and Interpersonal Relations in Industrial Training.* By Pearl H. M. King. *Human Relations.* Numbers 2 and 3, 1948, 1, 121-130, 373-412.

Part one is an analysis of how this study came about, which is the training of "linkers" or "loopers," skilled hosiery workers who perform one of the important finishing operations. Part two describes the development of the training plan and the part played by inter-personal and inter-group relations. The six sections of part two give a good idea of the nature of the study: (1) The job of linking in its industrial setting, (2) The introduction of systematic training, (3) The perception of the skill, (4) Interpersonal relations in the training process, (5) The further development of the training scheme, (6) Conclusions. In the development of a uniform method of doing the job the trainees were severely frustrated by having been presented with different methods of performing the same operation. The consulting psychologist who was following the training work decided that it was necessary to work out a general framework of correct movements which could be taught the trainees and on the basis of which they could make their own adjustments. The work of previous engineers was based solely on time and motion studies, thus assuming a "machine-centered" task. But these studies showed that linking is a "person-centered" task in which the machine is the base for a person-task relationship, where the observable motor skill is the outcome of elaborate internal perceptual integration



between small visual, tactile and kinesthetic sensations and adjustments. The basic movement pattern referred to is one which could be easily verbalized and demonstrated to trainees. Further, it was made in keeping with smooth, rhythmic movements so that the total pattern for the operation formed a "good whole gestalt" whose completion would give satisfaction. The need to relieve the tension caused by the problem of putting the hose on the machine correctly was found to set up an immediate compulsion to master the task, once the worker had begun to experience the satisfaction of success. The method followed in this study, where purely mechanical considerations in the training plan give way to psychological ones, is most suggestive for industry. The Research Center for Group Dynamics, recently transferred to the University of Michigan, is one of a number of groups equipped to assist in a study such as the one here described. It should be mentioned that "Human Relations" is a new quarterly journal jointly produced by the Michigan center and The Tavistock Institute of Human Relations, of London, England.

*Industrial Trainers Check Their Results.* By Edward C. Keatchie, Los Angeles State College. *Personnel*. September, 1948, 25, 88-105.

So much training is done without any question being raised as to the effectiveness of the results that it is encouraging to see a study devoted entirely to the subject. The investigation reported here was sponsored by The Training Association of Southern California, a group of practicing training men. A questionnaire was used to secure data and as a source of case studies. 90 companies were covered in a form providing for 17 topics. 22% make no effort to evaluate their training programs. This study is more suggestive than conclusive but it will nevertheless be of top interest to responsible personnel and training people.

*Constructing Key Scales for Factor Comparison Job Evaluation By the Per-Cent Method.* By Edward N. Hay. *Journal of Applied Psychology*. October, 1948, 32.

The original method of developing the key scales for this method of job evaluation depends on using the average salary or wage values of the key jobs, the money values for each job being apportioned among the factors. In some situations it is undesirable or impossible to use money values. In such cases the per-cent method of developing the key scales fills the bill. The relation of one factor of a job to another is estimated in percentages and these are combined in an ingenious way to form the key factor scales for evaluation.

*Personnel Review.* Quarterly, \$5.00 a year, single copies \$1.50. Civil Service Assembly, 1313 E. 60th St., Chicago 37, Ill.  
*Human Relations.* Quarterly, \$5.00 per year, single copies \$1.50. The Research Center for Group Dynamics, University of Michigan, Ann Arbor, Mich.

*Personnel.* Bi-monthly. Published for members of The American Management Association, 335 West 42nd St., New York 18, N. Y.

*Personnel Administration.* Bi-monthly, \$5.00 a year, single copies \$1.25. American Psychological Association, Inc., 1545 M Street, N. W., Washington 5, D. C.



# The Editor Chats With His Readers

## Industrial Relations Glossary

"Glossary: Any Explanatory Vocabulary, as of a science." Standard Dictionary. The Industrial Relations Center of the University of Minnesota has issued this valuable work which will be of great help to all who want to use terms in a uniform way. Many industrial disputes and misunderstandings result from different uses of terminology. Consequently anything that will encourage and assist the use of uniform terminology will contribute to industrial understanding. Dale Yoder, Director of the University Center, points out that this glossary makes no attempt to be exhaustive in the field. The glossary has been in preparation for nearly four years. Besides the long labors of members of the staff there has been considerable assistance given by the Industrial Relations Center Advisory Council comprised chiefly of executives in industry and labor leaders but including also others such as farmers and state employees. An example of the content is indicated by quoting a single definition.

*SITDOWN STRIKE.* Strike in which employees remain idle at their work places.

The definitions are models of clarity and concise wording. The only criticism of a definition of those that have come to our attention is the one on upgrading which reads "promotion or advancement of employees designed to secure maximum utilization of each worker's abilities." A much sharper and more useful definition will result if promotion and upgrading are separated into the proper areas. Upgrading is essentially the advancement of a worker to a higher level but still using the same skills. An employee is upgraded when his continued development makes it possible to upgrade him from machinist second class to machinist first class or from stenographer to secretary. Promotion on the other hand is an advancement into a distinctly different level where new requirements must be met of a kind in part not found in the previous job. This takes place when a machinist first class is made a gang leader or perhaps an assistant foreman; or when a stenographer is advanced to supervisor of a central pool of stenographers. The glossary defines about three hundred terms and is a 15-page paper bound booklet selling for 75¢ per copy. It can be obtained from the Industrial Relations Center, University of Minnesota Press, 10 Nicholson Hall, Minneapolis 14, Minnesota.

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### Henry Howlett, AMA Secretary, to Head Container Laboratories

Those who have attended conferences of the American Management Association during the past 13 years have become familiar with the friendly countenance and helpful manner of Henry Howlett. In his long service for AMA he has made many friends for the Association. He has been particularly active in directing the AMA packaging conferences. His new appointment is to become President of Container

Laboratories Inc., Packaging and Packing Engineering Consultants with Laboratories in New York, Chicago and San Francisco. He will succeed the late E. A. Throckmorton, Jr.

### **A New Idea in Personnel Training**

An interesting educational experience is being carried out through the joint efforts of Kent State University, the United Steel Workers of America Local No. 3158, and the McNeil Machine and Engineering Company of Akron, Ohio. Each month a student majoring in personnel will be given the opportunity to observe operations of the personnel department of the McNeil Company for one day. The student will be allowed to attend all meetings in the department including the regularly scheduled meeting of the steel workers grievance committee with company representatives. He will be welcome to discuss the day's affairs with union and company officials and to carry his comments back to his own classroom. The purpose of the program is to give the student practical understanding of labor-management relationships.

### **Larry Appley Honored by "Look" Magazine**

Lawrence Appley, the new President of the American Management Association, has been honored by "Look Applauds" in the issue of Look Magazine for September 14th. Mr. Appley was selected for this honor because of his outstanding contribution in the field of management. He is one of the clearest thinkers in the personnel field. After a period of teaching he was, for a long time, training director of Socony-Vacuum Oil Company. During the war period he was Assistant to the Secretary of War and then Executive Director and Deputy Chairman of the War Manpower Commission. He resigned the Vice-Presidency of Montgomery Ward & Company recently to accept the new post as President of the American Management Association. The AMA has for long been one of the most valuable organizations in the personnel field. Mr. Appley's energy, experience and intelligence are certain to carry AMA to new heights.

### **A Complete Course in Personnel Administration**

Fenn College, Cleveland, has inaugurated a new personnel management course in co-operation with the Cleveland Personnel Association, The Industrial Relations Association of Cleveland, The Cleveland Chamber of Commerce, and the Industrial Training Directors Association of that city. With the assistance of the practical members of these associations the college is now offering a complete and well-rounded course in personnel administration. This is a two-term evening session course with a total of 17 subjects in each term. The leaflet describing the course says "in building the course, the experience of several dozen practical men and women in personnel, industrial relations, and closely allied work, is drawn upon. The course is partic-

ularly appropriate for individuals whose companies wish them to have a broad understanding of the field, which a survey course of this type can offer."

### Bright Ideas

By EDWARD ELLIS, New York World-Telegram

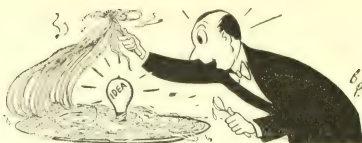
Cartoonists draw an electric light bulb over a character's head to represent the birth of a bright idea. An idea came to Miss Elsie J. Becherer something like that. But, in her case the bulb needed fixing. Miss Becherer works in the Bloomfield, New Jersey, lamp division of Westinghouse Electric Co. She is an assistant foreman and her grey eyes watch 70 other women make the tiny bulbs used in telephone switchboards. After work one day, 33-year-old Miss Becherer commuted to her home in Newark. That evening she sat silently in the living room with her father. She didn't notice him. "I kept seeing that bulb," she said.

She went to bed but couldn't sleep. There was something about that bulb. Then it happened. She grinned at the ceiling. She had an idea. "I was afraid they'd think I was crazy," she remembered. "But as soon as I got to the plant I wrote out my idea and mailed it to the Suggestion Committee." What she figured out beneath her pretty brown hair was a new way to insert filaments in the bulb and also a new way of positioning those little wires. Westinghouse engineers checked her idea. They nodded happily. Miss Becherer's inspiration more than doubled the production of switchboard lamps. She was given a cash sum and acclaimed a minor heroine.

### 10% OF THE SAVINGS

The company encourages its employees to make suggestions. And for every idea that proves practical, it gives the bright worker 10 per cent of the annual net savings, or five percent of the gross savings whichever is higher. For years a Suggestion Committee of five supervisory employees has passed on all new ideas. Among the people they have honored is Miss Elizabeth Meister, a nurse in the medical department, who used her head while getting a permanent wave. "The operator had cooled my head by using an air blower," she said. "The thought occurred to me that here was a good system to use in our production department. The workers there handle hot glass lamps. And despite asbestos gloves, they occasionally receive hand burns." Miss Meister suggested that the asbestos gloves be air-cooled. This called for two low-pressure hoses, one leading into each glove. The idea was adopted. Since then, no worker has had his hands burned.

Then there was William Hayes, an electronics engineer who liked spaghetti. He worked on radio tube filaments. In this operation a piece of steel was used to support a wire coil during a welding process. This steel was difficult to remove when the welding was finished. Mr. Hayes was chewing on this problem one night as he was chewing on spaghetti. Why not, he asked himself, use a short stick of uncooked spaghetti to hold that coil in place? Afterwards the spaghetti could be



burned away in a flash. Next day, Westinghouse engineers echoed: "Why not?" They tried the idea. It worked, speeding up the assembly of the filaments 75 per cent.

Such suggestions have paid off to the company and to its workers. Not all do, of course. One that didn't was turned in by a disgruntled employee. "I suggest," he wrote, "that the Suggestion Committee go to hell!"

### Silver Bay Conference on Human Relations In Industry

The annual Silver Bay Conference is one of the oldest and best known of personnel conferences. This year there were five major addresses and then twelve one-and-one-half hour sectional conferences, all of which were held twice. There were 585 delegates and speakers this year and 256 family members. Thus it was possible to hold sectional conferences at which the attendance was not more than 50 at a time. This made for more personal exchanges not possible at huge meetings. The five major addresses and the speakers who made them are as follows—

- "What's Happening to Free Enterprise," by M. S. Pirzle, Labor Editor Business Week
- "A Better Team through Better Communication," by J. Preston Field, The Williamson Heater Company, Cincinnati, Ohio
- "Human Factors in Achieving Productivity," by Stacy R. Black, Asst. to Vice President in Charge of Personnel, Thompson Products Inc. Cleveland, Ohio
- "Labor Looks at Management's Public Relations," by G. L. Patterson, General Counsel, United Rubber, Cork, Linoleum and Plastic Workers of America, C.I.O., Akron, Ohio
- "What's Ahead for Management and Labor," by Erwin H. Schell, Head of Dept. Business and Engineering Administration, Mass. Inst. of Technology, Cambridge, Mass.

### More Colleges Offering Personnel Courses

Mississippi State College, School of Business and Industry, located at State College, Mississippi, writes calling attention to courses in personnel and industrial relations given in the Business School. They are concentrated in the department of Institutional and Industrial Management and comprise a broad coverage of these fields.

# Across the Editor's Desk

A NUMBER of interesting publications have been received recently. The Public Administration Service of 1313 E. 60th Street, Chicago 37, Ill. has issued "Your Business and Government," a catalog of publications in the field of public administration. This is a small 16-page leaflet containing nearly a hundred titles.

"Labor Relations Briefs" of the Labor Relations Institute of 1776 Broadway, New York 19, N. Y., has issued a three-page mimeograph outlining the steps in a program of promotion publicity. They point out that workers list promotion prospects as one of the three most important factors in rating the desirability of a job. This finding was a result of a survey conducted by the Institute among foremen in several large plants. The employee wants to know two things about a company's advancement program, the Institute says: one "What are the Lines of Advancement For My Job?"; and two "How Can I Prepare Myself For a Better Job?" The mimeograph contains specific recommendations of things the employer can do to call attention to promotional possibilities and things that employees can do. The study is largely the outgrowth of the survey of foremen attitudes.

One of the best edited personnel newsletters is one issued by the American Red Cross. It appears monthly printed by offset in typewriter face on both sides of about five sheets of letter-size paper. In spite of its unpretentious appearance it contains some of the best material of any personnel letter. One of the interesting features is called "Supervisory Workshop."

"Landmark" is the name of a monthly employee publication issued by the Land Title Bank & Trust Company of Philadelphia. The latest issue contains 20 pages in size six by nine inches. It is printed economically by offset and yet it has one of the best appearances of any such magazine. There are many sketches and photographs and while there are quite a few personals the paper is not overwhelmed with them as is so often the case. The editorial staff are entirely non-professional.

The American Association of Industrial Editors has just issued a study of 78 schools and departments of Journalism to determine what education is available to "would-be" and existing editors. The survey reveals that there is considerable confusion among educators about the place of industrial journalism in schools of journalism. Educators are aware however of the growing importance of the house organ in the business field. Forty per cent of the schools have been established in the last five years, though little direct attention has been given to the preparation of courses especially for house organ editors. Educators indicate a desire to cooperate with industrial and other organizations in order better to meet the needs of editors of industrial publications. The study is a 35 page mimeograph prepared by Robert D. Breth, Management Consultant, Philadelphia, with technical assistance by A. J. Wood & Company, Market Opinion and Attitude Research, Philadelphia and New York.

Robert Weathers, Personnel Director of CARLS, a chain of food stores in Miami, Florida, writes as follows:

The July-August issue of PERSONNEL JOURNAL included an editorial comment concerning the "Art of Plain Talk" in employee relations and it occurred to us that we might contribute to your library a copy of our efforts in this direction.

Our only purpose in sending this is to show that even small companies with pitifully limited budgets at their disposal can make a fairly effective stab at this sort of psychology. We were without the talents of a high-powered advertising staff and we even did the offset typing in our office. But the first 1500 copies were secured at the nominal cost of \$250, including the art work.

We don't pretend that our handbook matches the works of our big brothers, but it's doing a job in convincing our employees from the start that we talk "straight from the shoulder," have a pretty good perspective as to our relationship to them, and try not to be Mr. Big-dome. And that about sums up the message Management wants to get across to its employees, doesn't it?

The handbook for employees of CARLS is 5½ by 8½ inches in size with a brilliant orange cover. On the cover is the name CARLS and a catchy sketch and the words "Presents Your Success Story." The information in the manual is presented attractively and briefly and is illustrated with suitable sketches and diagrams. It is certainly one of the most unpretentious and yet most effective handbooks that has appeared in a long time and Mr. Weathers and CARLS of Miami are to be congratulated.

The New York Personnel Management Association has just issued to its members a nine-page mimeograph summarizing a survey of the policies currently being followed by member companies as they relate to employees inducted under the Selective Service Act of 1948. Eighty-one companies are represented, covering over one million employees in the New York City area. Forty-three per cent of the companies have an established policy while the remainder have not. The survey covers such questions as extra compensation upon entering military service; accrued vacation pay, insurance—health and accident and group life, and treatment given under other employee benefit plans. The report was prepared by William E. Williams of Union Carbide and Carbon Company. The New York Personnel Management Association has an office at 1 Madison Avenue, New York 10, N. Y. The National Industrial Conference Board has just released another survey on company policies in reference to the draft law covering very much the same ground. The report was prepared by Bernard F. Herberick of the staff and the report bears the title "Company Policies on The New Draft."

The National Industrial Conference Board has also released three more of their invaluable studies. One of these is an analysis of group insurance provisions in 373 union agreements. Only 18 per cent of these contracts contain group insurance pro-

visions. Another report covers health and medical programs in 333 establishments of which 90 per cent require physical examinations before employment and nearly half maintain industrial hygiene programs. The third report is a study of 313 union contracts signed since the enactment of the Taft-Hartley Law. More than two-thirds of these contracts contain provisions for union security. All the reports of the Conference Board are thorough and carefully written. They are among the most authoritative and careful studies of any in the field.

Interest in so-called "Group Dynamics" is increasing steadily. A booklet entitled "Two Lessons of Group Dynamics" has just been issued by the Educator's Washington Dispatch of 527—Fifth Avenue, New York 17, N. Y. The first lesson is entitled "So You Appointed a Committee" and a second "When a Schoolman Runs a Conference." These reports deal with a new type of leader—the genuinely democratic leader who behaves in a way that gives real help to the group which he is leading. Above all he attempts to create a free atmosphere that will encourage everyone to contribute. These two studies are filled with good suggestions for Conference leading.

If you want reprints of articles in *PERSONNEL JOURNAL* you must order them during the calendar month of the issue in which the article appears, as the printer cannot hold the type longer than that. Changes of address are made easy by some subscribers who mail us that part of the magazine wrapper which shows the old address. In that way we are sure what the subscriber's name and old address are.

## About the Authors

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## FEBRUARY

- 14-16 Chicago. Palmer House.  
*American Management Association*. Annual Personnel Conference. James  
O. Rice, AMA, 330 W. 42nd St., New York 18.

## MARCH

- 3-5 Cleveland. Hotel Carter.  
*American Society of Training Directors*. Fifth Annual Conference. F. S.  
Laffer, Care Cleveland Graphite Bronze Co., 17000 St. Clair Ave.,  
Cleveland.
- 24 New York. Waldorf-Astoria.  
*National Industrial Conference Board*. Regular meeting. A. Avery Raube, 247  
Park Ave., New York 17.
- 24-25 Minneapolis, Minn.  
*University of Minnesota and S. A. M., Twin City Chapter*. Seventh Annual  
Industrial Relations Conference.

Most people are "fuzzy" about what courses are desirable in preparation for a career in personnel. Here are the courses voted most suitable by 437 persons holding union and industrial personnel jobs.

# College Courses for Personnel Work—Union and Management Preferences

BY PHILIP H. KREIDT AND C. HAROLD STONE,  
Industrial Relations Center, University  
of Minnesota.

TODAY both industry and unions are seeking specially trained college graduates to fill positions in personnel, or industrial relations work.<sup>1</sup> At the same time, an increasing number of colleges and universities are offering special courses to prepare students for professional work in this field. Two points of view concerning training in this area are in conflict. On the one hand are those who hold that courses for union and management personnel should be entirely different in content from each other. On the other hand, there are those who contend there is only one basic core of professional knowledge in industrial relations. Training based on this core of specialized knowledge is applicable to industrial relations problems in both unions and industry.

When this plan is followed, representatives from "both sides of the table" participate in the same classes along with students preparing for jobs in both kinds of organization. Irrespective of the point of view to which one subscribes, a knowledge of the kinds of training considered most worthwhile by persons now holding personnel jobs should be helpful in planning training programs for prospective entrants to the field. This inquiry is part of a larger research program designed to secure additional data for more detailed job descriptions of industrial relations positions in unions and industry than any previously compiled.<sup>2</sup> The University of

This study was made possible by a grant-in-aid from the Graduate School of the University of Minnesota. The writers also acknowledge their indebtedness to Donald G. Paterson and Dale Yoder for many helpful suggestions in the conduct of the study and preparation of the manuscript.

<sup>1</sup> Industrial Relations as used here is defined in its broadest sense: "The relations of persons and groups growing out of employment in the production and distribution of goods and the provision of services." From "Industrial Relations Glossary," University of Minnesota Press. April, 1948.

<sup>2</sup> Philip H. Kriedt and Margaret Bentson, "Jobs in Industrial Relations." Minneapolis: University of Minnesota Press, January, 1947.

Minnesota Industrial Relations Center has collected information from persons now employed in the field with respect both to their educational background and to the college courses which they consider would be beneficial as preparation for their present work. This information will be of interest to faculties in planning uni-

TABLE I  
EVALUATION OF 32 COLLEGE COURSES BY 397 PERSONS IN INDUSTRIAL  
PERSONNEL POSITIONS

| College Courses                           | Per Cent Who Consider<br>Course Worthwhile | Per Cent Who Have<br>Taken Course |
|---|--|-----------------------------------|
| Industrial Relations.....                 | 64   | 20                                |
| General Psychology.....                   | 61   | 48                                |
| *Personnel Management.....                | 59   | 23                                |
| *Job Evaluation.....                      | 55   | 12                                |
| *Public Speaking.....                     | 54   | 35                                |
| Industrial Psychology.....                | 53   | 17                                |
| Labor Problems.....                       | 51   | 17                                |
| Personnel Psychology.....                 | 51   | 15                                |
| Labor Law.....                            | 50   | 12                                |
| Counseling.....                           | 47   | 12                                |
| Labor Economics.....                      | 45   | 12                                |
| *History of the Trade Union Movement..... | 42   | 14                                |
| General Economics.....                    | 40   | 44                                |
| Tests and Measurement.....                | 39   | 22                                |
| General Sociology.....                    | 36   | 22                                |
| General Statistics.....                   | 35   | 21                                |
| *Business Statistics.....                 | 34   | 23                                |
| Business Law.....                         | 33   | 28                                |
| Vocational Psychology.....                | 31   | 12                                |
| Abnormal Psychology.....                  | 30   | 22                                |
| Accounting.....                           | 30   | 31                                |
| Opinion and Attitude Measurement.....     | 30   | 9                                 |
| Office Management.....                    | 29   | 10                                |
| *Time and Motion Study.....               | 27   | 11                                |
| Social Psychology.....                    | 26   | 12                                |
| Production Management.....                | 24   | 10                                |
| Vocational Education.....                 | 21   | 11                                |
| *Scientific Management.....               | 18   | 7                                 |
| American Government.....                  | 17   | 33                                |
| Recreation Supervision.....               | 17   | 4                                 |
| Bookkeeping.....                          | 12   | 14                                |
| Public Administration.....                | 7  | 5                                 |

\* Courses also listed in Table II.

versity curricula. It will also help students plan their educational programs, and those already employed in unions and industry who have to select their assistants or who wish to continue their own training. Only those jobs in which college graduates are likely to find employment have been included in the analyses presented here.

Well over half of the 437 individuals included in this survey are college graduates. Percentages vary from 40% and 42% respectively for union editors and management safety directors, to 83% and 88% for union and management research directors. The percentages for persons who attended college, including those who did not graduate, are, of course, even higher.

TABLE II  
EVALUATION OF 28 COURSES BY 40 PERSONS IN UNION STAFF POSITIONS

| Courses  | Per Cent Who Consider Course Worthwhile | Per Cent Who Have Taken Course |
|--|---|--------------------------------|
| *History of the Trade Union Movement.....        | 75                                      | 30                             |
| History of American Industrial Development.....  | 70                                      | 30                             |
| Interpretation of Recent Labor Legislation.....  | 60                                      | 28                             |
| Social Problems and Social Legislation.....      | 60                                      | 33                             |
| Economic Theory of Wages and Prices.....         | 55                                      | 38                             |
| *Business Statistics.....                        | 55                                      | 28                             |
| National, State, and Local Government.....       | 55                                      | 38                             |
| *Public Speaking.....                            | 53                                      | 33                             |
| Economics of Collective Bargaining.....          | 53                                      | 10                             |
| Citizenship and Problems of Democracy.....       | 48                                      | 20                             |
| Economics of Specific Industries.....            | 48                                      | 15                             |
| Economic Systems of Other Countries.....         | 48                                      | 28                             |
| Labor Publicity.....                             | 48                                      | 0                              |
| *Job Evaluation and Job Rating.....              | 45                                      | 3                              |
| Arbitration and Conciliation Principles.....     | 40                                      | 8                              |
| *Time and Motion Study.....                      | 35                                      | 3                              |
| Parliamentary Procedure.....                     | 35                                      | 0                              |
| *Scientific Industrial Management.....           | 33                                      | 5                              |
| Consumer Problems and Consumer Cooperatives..... | 33                                      | 10                             |
| Strikes: Conduct, Settlement.....                | 28                                      | 0                              |
| Industrial Health and Safety.....                | 25                                      | 0                              |
| *Personnel Management.....                       | 23                                      | 5                              |
| Methods of Organizing Workers.....               | 30                                      | 0                              |
| Shop Steward Training.....                       | 20                                      | 0                              |
| Business English.....                            | 20                                      | 10                             |
| Psychology of Vocational Selection.....          | 13                                      | 0                              |
| Interviewing and Counseling Methods.....         | 10                                      | 0                              |
| Union Bookkeeping and Finance.....               | 10                                      | 0                              |

\* Courses also listed in table I.

Most of the industry personnel majored in business administration, although psychology, engineering, and law are reported frequently for some positions. Unfortunately, similar information on college majors of union personnel is not available from this study. The trend toward professionalization in the field is indicated by the number of union and industry personnel who have received advanced degrees. Seventy-one, or 16 per cent, of industry personnel workers report an M.A. or a Ph.D. degree. Among union personnel this trend is particularly evident for research di-

rectors and educational directors, 67 per cent of whom hold the degrees of M.A. or Ph.D.

### COURSES TAKEN BY PERSONNEL WORKERS

In Table I thirty-two college courses are presented followed by the percentage of industry personnel who consider them worthwhile and the percentage who have taken a course with that title or a similar one. Table II presents similar data for union personnel.<sup>3</sup>

Comparison of Table I with Table II indicate that wide discrepancies exist between the courses rated as most worthwhile and those actually taken. Apparently either the schools attended by persons in this sample did not offer satisfactory courses in personnel, or the educational and vocational guidance given was inadequate. In addition, many persons now in management and union personnel positions undoubtedly drifted into them without specific professional training while in college. Management personnel make all but one of their highest ranking course selections from the two fields of economics and psychology. With the exception of general psychology and speech, they consider specialized technical courses more worthwhile than elementary courses of a more general nature. It should be noted, however, that relatively few persons had taken these specialized courses themselves. On the other hand, the elementary background courses such as general sociology and general economics, which many have taken, receive lower ratings.

Although college trained men and women are apparently finding their way into many different industrial relations positions, both with unions and with managements, the data in this study point toward the need for more adequate and varied courses. There is also the indication that better educational and vocational guidance is needed for students who seek positions in personnel work. Unions and business organizations may benefit by selecting for industrial relations positions those persons whose professional training includes a variety of experience in the more specialized courses in addition to a basic foundation of knowledge in the general fields of economics and psychology. It also seems probable that in the future there will be more opportunities in personnel work for persons with graduate school training. Graduates holding M.A. and Ph.D. degrees will be increasingly in demand.

<sup>3</sup> The management and union course lists are not identical because the union questionnaire was designed to be administered to many persons who were unfamiliar with the content of most college courses. Consequently course titles in the union list are descriptive whereas those in the management list follow common college usage.

Very few organizations have attempted to establish definite requirements for persons to be appointed to supervisory positions. Here is what nearly a thousand successful supervisors think the job requires.

# Qualities Essential for Supervisors

BY WM. J. EISENBERG

THIS study is an attempt to determine how much agreement exists regarding the qualities required in supervision. The study was made on the assumption that effective supervision, at whatever level, depends on the possession of certain measurable qualities. It was of course assumed that there might be different requirements for first-line and coordinating supervisors and that some qualities would be more important for one than for the other. In order to secure the necessary information a questionnaire was developed. It was the outgrowth of a series of meetings conducted by the training committee of the Federal Council of Personnel Administration in Philadelphia. This training committee was composed of training specialists in Federal Agencies in the third Civil Service Region and was under the sponsorship of the Civil Service Commission Office of that region. In order to broaden the base of the study the committee was enlarged by the addition of managers, executives and personnel directors from industrial and business organizations in the area. Several instructors from nearby universities were also participants. The first of six meetings of this group was devoted to a discussion of the duties and responsibilities of supervisors and the qualities necessary for the satisfactory performance of these duties and responsibilities. It was agreed that "supervisor" meant anyone responsible for directing the activities of others. In discussing the problem of analyzing supervisors' qualities it was agreed that there might be differences in the requirements for first-line supervision and for supervisors having co-ordinating duties. A list of over 50 qualities was secured by an examination of the literature and by scanning other available sources. It was agreed that each quality in the questionnaire would have to be specifically defined, and limited in its coverage. Accordingly some of the more general qualities in the original list were eliminated. In this manner the list was trimmed down to the 25 qualities believed most important and which would cover the field thoroughly. It was the purpose of the sub-committee which developed the

questionnaire to include all qualities required for supervisors but to eliminate any overlapping.

### THE IMPORTANCE OF THE PROBLEM

The need for this analysis of the most important qualities required in supervision had become urgent because of the conditions prevailing in the early part of World War II. In the period of depression which preceded the war many supervisors had gone into other occupations and new ones had not been developed. Consequently, in the rapidly expanding production period of the beginning of World War II one of the greatest difficulties arose from defective supervision. The custom in many organizations had been and still was to appoint supervisors from the most efficient operatives. This process assumed that the principal requirement for supervision was a knowledge of the details of the operation being performed, whereas experience plainly shows that the problems of supervision as such often were more important. In the circumstances it became apparent that the problem was to locate potentially competent supervisors from rank and file and particularly from among women coming into the work force.

The literature gave very little help in determining the qualities necessary for supervision. In most of the literature the qualities considered essential are described in very general and abstract terms. It was believed that help might be obtained from men and women who were already successful supervisors, and the direction of this study therefore was aimed at getting information from a large group of such people.

"First-Line Supervisors" are considered to be those individuals directly responsible for workers engaged in production, clerical operations or transportation of materials. Such supervisors are frequently identified as straw bosses, group leaders, lead men, section heads, gang foremen and the like. "Co-ordinating Supervisors" are individuals responsible for directing and reviewing the activities of groups of first-line supervisors. The term "Supervisors" means persons responsible for the activities of two or more employees, regardless of sex or type of work in which they are engaged.

### THE QUESTIONNAIRE

The questionnaire was distributed to and replies were received from 52 organizations and 874 individuals in those organizations. Of these 52 organizations 14 were federal or military and the remaining 38 were industrial and commercial establishments, mostly in the Philadelphia area. The 874 supervisors directed the activities of approximately 10,000 employees both male and female. Organizations were scattered in size, some having less than 500 employees and some with over 10,000 employees. The replies came from a wide range of supervisors, extending from top management down to labor gang foremen.

The final questionnaire contains 25 items. To the right of the form are four



columns labeled A, B, C and D. The five qualities considered most essential to first-line supervisors were to be checked under the column labeled A. The five qualities coming next in importance should be checked in column B. Similarly, the third group of five most important qualities should be checked in column C and the next five most important in column D. This made a total selection of 20 different qualities for first-line supervisors with the remaining five not considered. A similar procedure was followed in rating the qualities essential to co-ordinating supervisors although some of the items were different. All responding supervisors were instructed to check the qualities essential to both co-ordinating and first-line supervision, regardless of their own positions. The only requirement for participation in this survey was that the questionnaire should be distributed to those who had had or were having successful supervisory experience at the moment. Any person capable of holding on to a supervisory job under the difficult conditions of the war period was considered sufficiently competent to pass judgment on the qualities essential to such a position.

In scoring the answers items checked in column A were credited with five points. Those in column B four points, column C in three points and column D two points. The five remaining qualities were not credited with any points.

#### QUALITIES REQUIRED FOR FIRST-LINE SUPERVISORS

Table I shows the qualities considered essential to first-line supervisors. After each item is the number of votes or choices given to each quality. The qualities have been arranged in groups so that there is not more than 5% difference from the highest to the lowest item in each group. This is on the assumption that differences of less than about 5% in range are not significant.

#### TESTING THE RELIABILITY OF THE DATA

A test of the reliability of the data secured was considered important. The personnel directors of 15 of the participating organizations were asked to secure a series of second replies from a number of those supervisors who answered the original questionnaire. The choice of who was to answer the second questionnaire was left in the hands of the personnel directors. It was requested that no reference be made to the original evaluation. Replies were received from 128 supervisors giving a second series of responses to the original questionnaire. This coverage is about 15% of the original number of replies. The averages of the second set of 128 replies were compared with the averages of the original set of 874 and the rank order correlation was calculated. This gave a rho of .99, indicating almost exact agreement between the averages of the two sets of responses.

Of the 874 supervisors who responded to the questionnaire 114 were from private industry and the remainder from federal organizations. It will be interesting therefore to see whether there were important differences in the way the two groups responded. An examination of the data shows that the differences were small in

nature and importance. Again, a rank order correlation between the two groups gave a rho of .91 in indicating a very high degree of agreement. Perhaps the most important difference is that the quality "a knowledge of the organization's standard

TABLE I  
QUALITIES ESSENTIAL TO FIRST-LINE SUPERVISORS  
Based on the averages of ratings by 874 supervisors

| Rank Order Number | Qualities   | Total Points |
|-------------------|---|--------------|
| 1                 | Skill in Training Subordinates  | 3846         |
|                   | Skill in Planning the Daily Work Load   | 3786         |
| 2                 | Skill in Making Assignments and Delegating Duties                                   | 3535         |
|                   | Skill in Analyzing Workers as to Their Capabilities and Weaknesses                  | 3341         |
|                   | Skill in Developing Teamwork Among Subordinates                                     | 3341         |
|                   | Skill in Exercising Authority and Meriting Respect                                  | 3338         |
| 3                 | Skill in Improving Job Methods  | 3029         |
|                   | A Knowledge of the Organization's Rules and Regulations                             | 3008         |
|                   | Skill in All the Operations of the Unit   | 2961         |
| 4                 | Skill in Maintaining Records and Making Reports to Superiors                        | 2784         |
|                   | Skill in Evaluating Results of Operations   | 2759         |
| 5                 | Skill in Recognizing and Dealing With Emotional Disturbances That Affect Production | 2560         |
|                   | Skill in Rating Employees   | 2541         |
|                   | Skill in Planning Future Operations   | 2511         |
| 6                 | Skill in Selecting Personnel  | 2182         |
|                   | Skill in Encouraging Workers to Grow in Service                                     | 2142         |
|                   | A Knowledge of the Organization's Standards of Production                           | 2138         |
|                   | A Knowledge of Related Operations to the Unit Supervised                            | 2132         |
| 7                 | Skill in Conducting Group Discussions   | 1691         |
| 8                 | A Knowledge of the Organization's Promotional Policy                                | 1592         |
|                   | A Knowledge of Health and Safety Practices  | 1558         |
|                   | A Knowledge of the Organization's Plan for Handling Grievances                      | 1529         |
| 9                 | A knowledge of the Organization's Employment Procedure                              | 995          |
| 10                | A Knowledge of the Organization's Wage Administration Plan                          | 864          |
| 11                | A Knowledge of the Organization's Special Services (Health & Recreation)            | 763          |

of production" was rated ninth in importance by the industry supervisors, but eighteenth by the federal ones. The high correlation between the two sets of data indicates however that differences were generally unimportant.

Another comparison was made to see whether male and female supervisors would agree. The rank order correlation produces a rho of .96 indicating nearly complete

TABLE II  
QUALITIES ESSENTIAL TO COORDINATING SUPERVISORS

Based on the averages of ratings by 857 supervisors

| Rank Order Number | Qualities   | Total Points |
|-------------------|---|--------------|
| 1                 | Skill in Exercising Authority and Meriting Respect                                  | 3215         |
|                   | Skill in Planning Future Operations   | 3208         |
|                   | Skill in Making Assignments and Delegating Duties                                   | 3193         |
|                   | Skill in Selecting Personnel  | 3134         |
| 2                 | Skill in Developing Teamwork Among Subordinates                                     | 3022         |
|                   | A Knowledge of the Organization's Rules and Regulations                             | 2978         |
| 3                 | Skill in Analyzing Workers as to Their Capabilities and Weaknesses                  | 2852         |
|                   | Skill in Training Subordinates  | 2837         |
| 4                 | Skill in Evaluating Results of Operations   | 2714         |
|                   | Skill in Improving Job Methods  | 2693         |
| 5                 | Skill in Planning the Daily Work Load   | 2509         |
| 6                 | Skill in Maintaining Records and Making Reports to Superiors                        | 2363         |
|                   | Skill in Rating Employees   | 2360         |
|                   | Skill in Conducting Group Discussions   | 2340         |
|                   | Skill in Recognizing and Dealing with Emotional Disturbances That Affect Production | 2335         |
|                   | A Knowledge of the Organization's Standards of Production                           | 2308         |
| 7                 | Skill in All The Operations of the Unit   | 2177         |
|                   | A Knowledge of Related Operations to the Unit Supervised                            | 2117         |
| 8                 | Skill in Encouraging Workers to Grow In Service                                     | 2031         |
|                   | A Knowledge of the Organization's Promotional Policy                                | 1979         |
| 9                 | A Knowledge of the Organization's Plan for Handling Grievances                      | 1894         |
| 10                | A Knowledge of Health and Safety Practices  | 1437         |
|                   | A Knowledge of the Organization's Employment Procedure                              | 1409         |
| 11                | A Knowledge of the Organization's Wage Administration Plan                          | 1307         |
| 12                | A Knowledge of the Organization's Special Services (Health & Recreation)            | 833          |

agreement. Another comparison was made to see whether first-line supervisors would agree with co-ordinating supervisors in evaluating the requirements of first-line supervision. The agreement was almost perfect as indicated by a rank order

rho of .98. Still another comparison was made of the differences in evaluation of first-line supervisory qualities by supervisors in specific fields. For example, comparison is made of the rankings made by clerical supervisors and supervisors of other groups such as laborers, mechanical-technical workers and professional workers. Again the differences were slight as indicated by rank order rhos of .98, .95, .95 and .91, between these four classes of supervision and the combined rank order.

### THE REQUIREMENTS FOR CO-ORDINATING SUPERVISORS

The number of supervisors who made evaluations of the co-ordinating qualities was 857, or 17 fewer than in the total group. The ranking of the qualities deemed essential to co-ordinating supervisors is shown in Table II.

TABLE III  
AGREEMENT ON THE FOUR GROUPS OF QUALITIES RATED HIGHEST BY FIRST-LINE AND COORDINATING SUPERVISORS

| Quality   | Supervisors Rank Number |              |
|---|-------------------------|--------------|
|   | First-Line              | Coordinating |
| Skill in Exercising Authority and Meriting Respect.....           | 2                       | 1            |
| Skill in Planning Future Operations.....                          | 5*                      | 1            |
| Skill in Making Assignments and Delegating Duties.....            | 2                       | 1            |
| Skill in Selecting Personnel.....                                 | 6*                      | 1            |
| Skill in Developing Teamwork Among Subordinates.....              | 2                       | 2            |
| A Knowledge of the Organization's Rules and Regulations.....      | 3                       | 2            |
| Skill in Analyzing Workers' Capabilities and Weaknesses.....      | 2                       | 3            |
| Skill in Training Subordinates.....                               | 1                       | 3            |
| Skill in Evaluating Results of Operations.....                    | 4                       | 4            |
| Skill in Improving Job Methods.....                               | 3                       | 4            |
| Skill in Planning the Daily Work Load.....                        | 1                       | 5*           |
| Skill in All Operations of the Unit.....                          | 3                       | 7*           |
| Skill in Maintaining Records and Making Reports to Superiors..... | 4                       | 6*           |

\* Not in the first four groups for one of the two kinds of supervisors.

The same test of reliability of the data was made as was done in the case of the first-line supervisor. 126 of 857 reporting supervisors also gave a second report on the qualities essential for co-ordinating supervisors. The rank order rho between the average of the first and second responses was .96 indicating almost complete agreement. A comparison was made of the degree of agreement between federal and private supervisors on the question of the qualities essential for coordinating supervisors. The closeness of this agreement is indicated by a rank order rho of .90.

### THE MOST IMPORTANT QUALITIES FOR SUPERVISORS

There was a striking consistency in the four groups of qualities voted most essential for the two kinds of supervision—first-line and co-ordinating. Of thirteen qualities in these first four choices no less than eleven were in the list for first-line

supervisors and ten in the list for coordinating supervisors. This would seem to refute the often-heard contention that it is impossible to establish a set of common standards for all supervisors. Table III lists these thirteen qualities in the four first-choice groups for both kinds of supervisors.

While the findings of this report cannot be considered as entirely final they do offer constructive help in the establishment of standards for the selection of future supervisors and the further training of present ones. The findings at least are entitled to the respect that must be attached to the considered judgment of a large group of people who are already fulfilling the requirements of supervision.

*Editor's Note:* Those not familiar with the measurement of the closeness of agreement of two parallel sets of data will be interested to know how it is done. Correlation is the name given to such measurement. There are several formulae each of which is appropriate for a different condition. In the situation described here the comparison is made between the order in which the same data have been ranked by two different groups of people. This is known as Rank Order Correlation and the resulting coefficient is called rho, from the Greek letter of that name. The formula for rho is  $1 - \frac{6 \sum d^2}{N(N^2 - 1)}$ . "S" means "Sum of"; "d<sup>2</sup>" means the square of each difference in rank number for the same item. (For example, the data in Table III produces the value of d<sup>2</sup> equal to 86.) "N" stands for the number of pairs of items, which in Table III is 13. The value of rho computed from Table III is .76. It should be noted that this coefficient is lower than was derived from the entire set of pairs of ranks from which Tables I and II were constructed. The calculation is applied to Table III merely to illustrate the method.

The problem of discipline is important. Some people think that management, in its relations with the workers, should "spare the rod." Here is a contrary view, illustrated with actual case studies.

# Effective Use of Discipline

By F. C. SMITH

IN THE June, 1948 issue of PERSONNEL JOURNAL,<sup>1</sup> Mr. Harry Goett suggests that a lenient management actually invites or encourages poor conduct on the part of the employees. Mr. Goett states that unless offending employees are disciplined the personnel problems of management will pyramid. He also writes that the staff likes discipline, fairly and impartially administered. These are good points deserving careful consideration, for it is certain that employees cannot do their best under the supervision of a weak and vacillating management. Men have an actual need for leadership that is firm and understanding for the security which such leadership provides. They will not resent discipline when it is deserved and if it is fairly and impartially applied.

In using discipline, management should keep a careful eye on its effect on production, remembering that every action always causes a reaction. Whether discipline is used or not, a reaction is set up which sooner or later can be observed. And most certainly constructive reactions are desired. Too often, however, in using discipline the emphasis is mainly on firmness. But the understanding of men and their motivations which cause all sorts of human behavior is a field in which exploration has only begun. It is known, though, that all men are basically alike and that it is only our behavior which differs.

Discipline is definitely necessary in many cases and can, if properly used and *at the right time*, promote better labor-management relations. But it is not a cure-all and, wrongly used, it has been one of the factors which has caused the growth of disharmony. For example, if a man's faulty behavior results from a feeling of inadequacy or from a lack of self confidence, discipline for him will do harm instead of good. The following case illustrates this.

Sam Ackerman, thirty years of age, employed as a machinist helper, was an industrious workman eager and willing to do as he was instructed. Employed by this company for three years and with four years previous experience in another plant, he knew his job but he was not a man who could be relied upon to use his own ingenuity. He needed close supervision only because he lacked confidence in his

<sup>1</sup> "Discipline—The Staff Likes It" by Harry Goett, PERSONNEL JOURNAL, June, 1948.

own ability. He was actually afraid to use his own head for fear of being criticized. He was told one day to do a job which was rather simple. The foreman gave him detailed instructions but the foreman, relying upon information which had been given him, was in error regarding one of the details. As a result, Sam, proceeding doggedly as instructed and with an almost pathetic eagerness to please his boss, caused an accident which cost the company more than two hundred dollars.

#### LACK OF UNDERSTANDING DESTROYS A WORKER'S POSSIBILITIES

During the investigation held two days later in the superintendent's office Sam stoutly maintained that he had done exactly as he was told and could not therefore be held responsible for the accident.

To this the superintendent replied, "But look, Sam, with your experience I can't help feeling that you should have recognized the mistake in time to have prevented the accident."

Sam repeated, "I only did as I was told."

"Yes, I know," the superintendent said impatiently, "but would you jump in the lake just because your foreman told you to? In this work you've got to use your brains if you expect to stay out of trouble. It's impossible, you know, to have a supervisor watching the work of every man."

"Well," Sam said, "maybe I was careless, but I was doing what I was told."

"You know," the superintendent said, "we can't just whistle about these things. I'm not too sure that penalizing men is a way to avoid these accidents but I've got to do something. I'm afraid you'll have to take five days off." Sam was later sent a letter explaining in detail how the accident occurred and its cost to the company. Sam grudgingly accepted the superintendent's decision but he would not admit that the penalty was justified. He said, "The superintendent had to blame somebody so I was the goat." He returned to work after serving his suspension period but he did not become a better nor a more confident workman. During the next four months he caused three minor accidents. He then asked to be transferred to another department and the superintendent granted his request. However, his work did not improve in this department and six months later he left the company.

Thus another man was thrown on the scrap pile simply because his faulty workmanship was the reaction to his own feelings of inadequacy and lack of confidence. These feelings were "driven home" by the method in which he was penalized. In this case, which has its counterpart many times daily throughout industry, the employee in reality was penalized because of his feeling of inadequacy which was the true cause of the accident. As a result, bitterness and resentment were created in his mind, produced by the negative emotions of fear, guilt and anxiety which all sincere members of management desire to avoid. These emotions most certainly do not foster better labor-management relations nor are they conducive to better workmanship. Although we know that the superintendent felt no animosity toward the

offending employee, he nonetheless proceeded to penalize the man in a cold, stereotyped manner thereby indicating an utter lack of understanding of the real cause for the employee's blunder. Workmen in their resentment say: "Management makes mistakes too. But you never hear about their bulls. And their pay goes on just the same. If we make a mistake we have to serve time and lose money. They don't give a damn about us and our families." Thus fuel is added to the fire of the labor-management discord.

#### UNDERSTANDING AIDS A WORKER AND THE COMPANY

In another case which had an almost identical beginning Frank Tober did exactly as he was told by his foreman and he, too, caused an expensive accident. During the investigation, however, when he stated as a reason for the accident that he had merely followed instructions, the superintendent replied: "It's a good man who does as he's told."

In making this somewhat surprising remark the superintendent accomplished these results: (1) by restating and emphasizing the employee's reason for the accident the superintendent indicated that he was not primarily concerned with finding someone to punish; (2) by indicating that he understood the true cause of the accident he made it possible to discuss it objectively; and (3) by refusing to argue he avoided the heat which so oftentimes arises during these investigations.

The superintendent added, "I know you feel pretty damn bad about this accident, because you are not a careless workman."

Frank said, "I figured I was doing right."

"Of course you did," the superintendent said. "And I want you to know that I'm more concerned with trying to prevent accidents than I am in giving anybody time off. But above all else it's up to you and me and everybody else in our group to make our department one that we can really be proud of and a better place in which to work. Now, what can we do in this case to make our department a better one?"

"Well," Frank replied, "I was the one that really caused this accident."

"Perhaps so," the superintendent said, "but I don't believe that punishing you would do any good. I want mainly to have all of us working together. And I need your help."

This occurrence gave Frank the boost he needed. He became a more confident and reliable workman. Three months later he was promoted to a better job. It is a job which requires but little supervision and Frank is handling the work successfully.

#### DISCIPLINE CAN BE CREATIVE

There is a place for discipline which is constructive. This is the kind needed when employees are confused and become rebellious because of a real or supposed weakness on the part of management. Labor in its need for strong and understanding leaders cannot and will not follow a management in whom it has lost confidence. Feelings of emotional insecurity appear to be one of the major factors contributing to



the labor-management maladjustment. And labor most certainly cannot feel secure when management is, or appears to be, weak in handling the problems of human relations in industry. Labor recognizes and interprets it as a weakness when management used repressive discipline to relieve its own feelings of frustration. However, punishment can be constructive and effective when it is used to restore or create labor's confidence in the strength of management, a management that is understandingly decisive and knows just what it is doing. The following case illustrates this.

Two years ago a new superintendent was appointed in charge of one department in one of America's large industries. In this department of three hundred men labor relations were unusually bad. For this condition unreasonable and radical union members were blamed. Shortly after his appointment the superintendent had several new and improved machines installed which, without displacing any of the employees could produce twenty-five per cent more than the old machines. As expected the employees resisted the change, and although they readily agreed that the installation of the new machinery was necessary to meet competition they demanded illogical revisions in the various seniority sequences. These demands, if granted, would have so altered the sequences that many of the advancing employees would not have had a chance to break in on those jobs which normally led to higher steps. As a result the demands were denied and shortly thereafter the employees went on strike charging that the change in production would result in wage decreases for many of the workers. Although this charge was false the employees refused to be swayed by the explanations of the superintendent that no one would be hurt and that increased production was the only possible method by which industry could aid in the fight against inflation.

The union officials pleaded with the men to return to work and to develop a formal grievance. The company threatened to discharge the striking employees if they did not return to work within forty-eight hours but only seven men reported. And so the strike went into the fourth week. At that time some of the members of management insisted that the mill remain idle until the strikers were hopelessly defeated and that the more militant ones not be re-employed under any circumstances. They contended that unconditional surrender was the only method by which a sound labor-management relationship could be erected in this department.

#### GETTING THE MEN BACK TO WORK

However, the new superintendent argued that although such drastic measures might eventually get the men back to work it was certain that additional antagonism and resentment would be aroused which would add to the difficulty in handling future grievances. He stated that the men were rebelling simply because of a supposed weakness on the part of management and that the men should be punished, not to show sternness, but as a way to aid in establishing confidence in the strength of managerial leadership. He proposed the following plan:

1. Send a letter to each employee requesting him to attend a meeting to be held within the mill.
2. At the meeting ask the employees to vote on the following proposal:
  - a. No one to be discharged.
  - b. Each employee to forfeit his vacation for one year.
  - c. The fifteen leaders of the strike to be suspended for three weeks.
3. State that unless these proposals were accepted the department would remain idle indefinitely.

This plan was adopted by management. During the meeting, which was attended by all but twelve of the employees and which lasted for three hours, a secret vote was taken. The vote was eight to one in favor of returning to work. Full production was attained within one week and, although there was some beefing by a few of the men, there was a definite improvement in the morale and workmanship of the majority of the employees. A year later the number of grievances had been cut in half and there had not been one threatened work stoppage. In the settlement of this case we cannot assume that the method used was the sole reason for an improvement in the labor-management relationship. But it was the beginning of a pattern of strong leadership on the part of the new superintendent. He indicated no desire to resort to punitive measures, proceeding on the premise that while the certainty of punishment could serve as a cure or correction for rebellious behavior caused by a real or felt weakness on the part of management, punishment in other cases could neither aid in improving labor relations nor in utilizing the reserve energy of labor. His experience has supported this theory.

From these cases it is seen that discipline can at times be constructive; at other times, destructive. Discipline is one of the social factors which affects both human behavior and production. This is sometimes forgotten in management's direct approach to production problems. Production is actually a by-product of many little accomplishments. And discipline, wrongly used, can distort the process. Used in the wrong way it is like a man who, in attempting to remove a dent from the fender of his car, will pound directly on the dent. As he pounds numerous other dents appear on the fender which adds to his problem. He should, of course, pound around the edge approaching the center gradually. Thus, it would appear that management should use discipline when it is required and use it in the right way. Discipline used in the wrong way might correct a bad situation temporarily but it can only lead to future trouble. Employees will not resent discipline when they consider it deserved, but care must be exercised in how it is applied. Watch for the opportunity to apply discipline constructively.

In the final installment of his splendid paper the author discusses some special problems that arise when the Field Review Method is used. The entire series of six parts will soon be reprinted in one cover.

## VI. The Field Review Method of Employee Evaluation and Internal Placement

BY GUY W. WADSWORTH, JR., Southern Counties Gas Company of California

### SPECIAL PROBLEMS IN PLANNING FIELD REVIEW CONTACTS

A FEW fairly common problems have arisen in applying the Field Review Method in working organizations. They are definitely of a "fringe" order. Business-like application of the method does not often encounter obstacles based alone upon resentment of personnel department "intrusion" into the affairs of the operating supervisors. As general experience, the more the personnel manager or his representative tackles the job as a legitimate undertaking of the personnel department, and the less he tries to "sell" the method, as such, the better things are likely to go. In many instances the method "sells itself" because of the direct and pointed interest taken in problems that in many instances have been really troubling the supervisor. The fact is that worrying about "how the supervisors will take the questioning" is another case of worrying about the wrong thing. However, depending upon the nature of the company's operations, it is well to give some forethought to the following:

### EXEMPTION OF CERTAIN EMPLOYEES FROM FIELD REVIEW

In general the Field Review contacts should cover all employees on the regular working force of the company. By this is meant all classes of employees below top management level who for practical purposes compose its permanent staff. It may be desirable to exclude from the Field Review process strictly temporary (short term) employees such as casual labor hired from day to day, where the individuals involved are not in any sense candidates for continuing employment. However, these exemptions should be made with due regard to the fact that numbers of people who

are theoretically temporary may actually remain on the force for extended periods and thus automatically become regular employees. Provision must be made to review their performance and their possibilities when it develops that they are, practically speaking, in line for jobs ordinarily covered in the Field Review.

It may be advisable to exempt certain specialists and highly trained technical and professional staff in the upper grades, where the nature of their abilities and duties excludes them from consideration for transfers and where their jobs are relatively static. The representative of the personnel department should decide the necessary exemptions as common sense dictates. Where the Field Review will obviously serve no real purpose as a continuous planning operation in dealing with the placement of given individuals, small technical groups or even large groups of casual employees, exemptions are in order.

#### CONFUSIONS BETWEEN LEVELS OF SUPERVISION

Sometimes the relationship between the head of a working unit and his next higher supervisor has never included any real assignment of responsibility and authority to the unit head. In such instances, the higher supervisor sits in on the Field Review discussion and, although not really equipped through direct observation of the employees at work to evaluate them or discuss their possibilities, nonetheless contradicts the statements of the subordinate supervisor and generally turns the discussion into an argument. The only course in such cases is for the representative of the personnel department consistently to keep his questions directed toward things which the employees have done or not done on the job, and to keep pushing for specific answers. The subordinate supervisor is less likely to be challenged on statements of fact drawn from direct observation, than on his conclusions. In some instances, the facts will win the day and result in the development of sound answers. In others it will be evident that the subordinate supervisor properly should be challenged and that the higher supervisor has good reasons for sitting in. In still others, it will be evident that the higher supervisor neither wants to do the job himself, nor to allow anyone else to do it. The last is a management problem which should be "referred." When the usefulness of the Field Review has become generally recognized, instances in which it is obstructed in this manner can be brought to the attention of the top operating officials for appropriate action.

#### PRIVACY IN FIELD REVIEW CONTACT

Obviously, considerable that is discussed in the Field Review contact is of a confidential nature. To talk things over with a supervisor who presides over an open working space while all of his employees are within hearing distance can defeat the objectives of the undertaking. There is no real objection to the attendance of the supervisor's secretary, if he has one, to take notes for him, provided the secretary knows how to maintain confidences. It must be borne in mind that any visitation

from the personnel department tends to arouse speculation in an employee group. While the individual employee should be informed of any action affecting him at the proper time, there is no reason why the details of a planning discussion should become common property. The Field Review should uniformly be conducted in some privacy, and the personnel department representative should make this clear to the supervisor before the discussion starts.

#### EXTENDING FIELD REVIEW THROUGHOUT THE COMPANY

Extending the Field Review to obtain complete coverage of the working force requires lining up the working units throughout the company, scheduling the necessary clearances and contacts and repeating in each working unit the steps that have been described. The most obvious question, of course, is the time requirement. How long does it take to complete the initial contacts and how much time is required to keep the information up to date?

*Any consideration of the time required to apply the Field Review Method must logically take into account what the personnel department needs to know about jobs, and about the true state of the working relationships at the job level, into which it is the business of the department to fit people.* The personnel manager cannot make more than a gesture toward effective placement of personnel without some comprehensive program for determining what the personnel situation really is throughout the company. Therefore the real question lies not in whether live contacts with the supervisors are necessary, but what form they will take.

The Field Review process, like any other activity reduced to written description, appears more detailed and time-consuming than the job itself proves to be. The questions and the order of questioning are readily committed to memory. In practice, actual use of the Field Review Method to date shows clearly that the precise order of inquiry affords a short cut in securing the minimum of information needed by the personnel manager to get a sound placement job done. It should be added that if he knows a better way, there is no reason why he should not use it, provided only that he does not try to perform his job by staying in his office, and provided further that he otherwise adheres to the principles that underlie the Field Review Method.

#### TIME REQUIRED FOR INITIAL CONTACTS

The first interview and the initial contacts will require the least time per job discussed, and per employee, if they are undertaken in relatively small working units. The representative of the personnel department must gain some experience in using the questions and in prompting decisions before he can really hit his stride. When he is moderately experienced he should be able to complete the initial field review in a working unit which includes 50 employees in the space of a morning (4 hours working time), provided he stays with the uniform line of questioning. A com-

plete set of initial Field Review contacts has been completed in one company with 1,000 employees in less than 10 days working time. As stated in this instance:

"The job itself not only goes rapidly, but results in surprises which show clearly how really useless it is to try to dope out the personnel set-up in a working unit without discussing it directly with the supervisor. Employees who looked good on paper proved not to be such at all. The supervisor in one instance had not really looked over more than half of his people. Most of them had no plans at all. On the average, I learned more that was worth knowing about one working unit in 3 hours than I could have figured out in twice that time poring over charts and forms and rating reports in my office."

Stated in another way, the initial Field Review, including development of job information and information regarding the employees up through the planning steps, requires an average of about 5 minutes per employee where the group numbers as many as 50 or more. Where the unit is smaller, the total time required is less, but the average time per employee may be greater. If discussion of any individual employee turns up a single case of unsuspected talent that is badly needed, or rids the company of one nonproducer, the time required to cover all of the cases in the working unit, whatever it is, is more than well repaid.

#### TIME REQUIRED FOR FOLLOW-UP

As has been indicated the Field Review process is necessarily continuous and should be repeated at stated intervals, at least three or four times a year. The time required for follow-up depends upon the degree of change, either in the job information or in the personnel of each working unit that has occurred since the preceding interview. It can be devoted virtually in its entirety to such changes, barring only a general checking of the total situation for balance (or imbalance) in relation to initial findings. Probably one-third to one-half of the time devoted to initial contacts is a fair estimate of the requirement for follow-up interviews. This presumes that ample notes have been taken and maintained.

#### FIELD REVIEW RECORDS

The field notes developed in getting job information, employee evaluations, and in planning placement moves are essentially work sheets, and should be preserved intact so long as they include any current information. One plan which has worked out well in handling such records is to keep the organization charts and employee roster sheets in 8½ x 11 inch, three-ring binders that are large enough to include data drawn from several working units, preferably those in which work is somewhat comparable. As the representative of the personnel department proceeds from one working unit to the next, he may in one case find an employee who can fill the bill as a replacement needed in a working unit which has just previously been analyzed. In another he may find a spot for an employee who has been earmarked for a transfer.

The field notes thus have cumulative value as the contacts are continued. In many instances transfers can be arranged directly from these notes, and the records of the working units at interest can be cleared so far as given changes are concerned. To the extent that contacts can be planned to permit this, the necessity for posting some of the findings on permanent records can be obviated.

Some of the data in the field notes should be posted on permanent records, or at least on centrally maintained master lists or in finder files. For example, evaluation comment should be entered on the employee's individual record, in whatever form it is maintained. Cases in which some action is pending should be posted on promotion lists or other records maintained to keep "on top" of possible transfers.

### SUMMARY

The point has already been made that the Field Review Method provides a necessary foundation for a number of phases of personnel work. Obviously, a continuing working knowledge of the personnel situation at the job level is indispensable to sound performance of any personnel activity. Detailed planning of personnel moves in particular insures a better fit of the average worker to his job and proper recognition of his success.

Specifically, the primary service of the Field Review Method is to prevent that part of the total turnover of the company which can be avoided by a considered evaluation of each worker and by definitely planning his future in keeping with the ability he shows on the job. It provides a cushion against particularly damaging turnover in key jobs by focusing attention upon the need for competent understudies. It turns up the cases in which a particular employee needs training in order to move ahead, as well as identifying the cases in which training for the current job has either been lacking or has failed to serve its purpose. In addition, the Field Review contact not only identifies the workers who are regarded as successful (or unsuccessful) by the supervisors, but verifies the supervisors' opinions in this regard. These tested findings are essential in hiring procedures where success rests in large part upon searching out prospective workers whose experience, education, and other characteristics match, so far as possible, those of employees who have made good. They likewise enable the personnel manager to keep a valid score on the "hits" and "misses" that result from the hiring procedures he uses. Beyond this, the personnel manager or his representative can hardly conclude the Field Review contacts without becoming intimately informed on the tone of the personnel situation in each working unit. While he deals primarily with the supervisor, indications of rough edges in the job environment, dissatisfaction with salaries and wages, etc., inevitably figure in any detailed discussion of how workers are getting along on the job. All of these findings must be made the common property of the key staff of the personnel department.

Proper application of the Field Review Method provides a sense of direction



for the total personnel program of the company. The situation that prevails at the working level is the pay-off in all personnel administration. No functionary within the personnel department can direct his effort to the solution of personnel problems unless he knows what they are and where they are. He will find most of them "down where the work goes on." Information drawn from the Field Review contacts thus provides the basis for performing a total personnel job of management stature that "knows where it is going."

*(The end)*

## About the Authors

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# Editorial Comments

## Operation Stop-Gap

**D**URING the summer months of 1948 wide spread strikes were prevented in the automotive and other industries only by the stop-gap method of granting large wage increases. In other industries, such as steel whose union contracts were not expiring, wage increases averaging thirteen per cent or more were voluntarily given under the provision that the existing contracts be extended for a period of one year.

In the automotive industry it was a choice between a strike or in passing the increased cost onto the consumer. In steel, there were vague hopes that an extension of time would see the development of ideas which, in some magical manner, will aid when new contracts are being negotiated. This, however, is not likely to occur; for skill in negotiating has probably reached its peak. Even if additional skill can be acquired it would still be a stop-gap providing only a breathing spell.

If stop-gaps fail to fill the bill, what then can be done? It would seem as though it is time for management to examine its orthodox theories regarding human relations in industry. For example, a department superintendent in one of America's largest steel mills recently remarked that supervisors must rule by fear in order to handle their subordinates and get the work done. He said that this is a commonly accepted theory generally applied throughout industry. While it may be that fear is a controlling factor, it is entirely possible that the strict or stern boss obtains a sort of pathological submission which, in turn, contributes to labor's unrest, finding expression in symptomatic disturbances. Fear may serve as a stop-gap but it is doubtful that it is conducive to better labor relations. Here is a field in which research is definitely needed.

The history of the labor-management relationship is filled with stop-gap expedients. Most managements have not, as yet, learned to appeal to those things which motivate human behavior constructively.

F. C. SMITH

## "Personnel Services That Serve"

**P**ERSONNEL JOURNAL for October carried an article with this title. An acquaintance of mine nearly suffered a large loss recently because his company had not made sure that its employees fully understood the important services provided for them at great expense. My acquaintance had recovered from a long and severe illness and was back at work. The doctor had advised him, however, to seek a warmer climate and he asked me what I thought of his resigning and moving to California. In discussing the pros and cons of the idea I inquired about his pension. He had given it no thought. I asked what the personnel director of his company had said about it and he replied, "nothing". So I asked how many years of service he had and he answered, "In three months it will be twenty years." But, I pointed out,

"After twenty years of service you have a vested interest in your pension which guarantees you a life income beginning at age 65, no matter who your employer may be." My friend was thunderstruck at the idea that he might have thrown away so important a benefit and angry that the company had not told him about it. He made sure that he completed his twenty years of service and qualified for his retirement annuity at age 65. Some companies follow the practice of sending to employees once a year a statement of all benefit plans, including specific figures of the cash value of each benefit for each employee. It may be argued that the information is readily available and that it is the employees' own fault if they don't know their own rights. Nevertheless, if personnel services are really to serve—and be appreciated—wouldn't it be a good idea to publicize them at regular intervals?

## There Must be Some Failures

**P**ERSONNEL JOURNAL publishes every month a number of stories of successful programs in the field of personnel and labor relations. Very rarely does anything appear in any magazine telling of a failure in this field. Nevertheless, there must be some failures and lessons can be learned from them. We would be glad to hear from someone who has made a failure and who is willing to tell about it, perhaps anonymously.

## How About a "Five-Year Plan" in Personnel Administration?

**M**ANY of the great nations of the world have adopted five-year plans. Russia has had a series of them and regardless of what you think about Russia she certainly has made progress. How about looking ahead in industrial relations for a five-year span? What are the trends of the day and where are they likely to take us in five years? Events move forward: never back. What problems will you face in 1953? Perhaps there are two ways of answering this question. First, project the problems that are with you now and which are not satisfactorily solved. Make sure that you have a five-year plan that will bring these problems into line. Secondly, what trends are visible in other industries and in other parts of the country. Study these developments and see if you can estimate how they are likely to affect your Company. Personnel and industrial relations people are accustomed to meeting an unusual variety of problems. Anyone who has been in the game more than a year or two has gotten over being surprised by a sudden turn of events. Perhaps some of these sudden turns can be anticipated and directed into harmless channels. Set up your five-year plan in personnel and labor relations and don't be caught napping.

# Personnel Research

*Contributions of Military Psychology to Personnel Training.* By C. H. Lawshe and Frank J. Harris, Purdue University. *Personnel*, September, 1948, 25, 127-135.

This report supplements two of those just reviewed here; one on Army personnel research and one on checking results of training programs. This report reviews the psychological principles of learning which could be—and were—applied to military training, with reference to the implications for industry. Space is then devoted to a discussion of ways of measuring effectiveness of training and then to the evaluation itself. Standardization of training and design of training equipment are covered. "A relatively new area of psychological interest known variously as 'engineering psychology' and 'bio-mechanics' has developed largely through the impact of the war. The basic viewpoint and final objective of this area involves fitting the equipment to the man rather than the reverse, which had formerly been emphasized." There is a reference list of 25 items to lead the reader to further sources of information on training research and the measurement of training outcomes.

*Reliability and Comparability of Different Job Evaluation Systems.* By D. J. Chesler. *Journal of Applied Psychology*, October 1948, 32, 465-475.

Job raters in seven companies evaluated a set of 35 salaried jobs by a point method developed in the course of extensive industry experience by the Personnel Research Institute of Western Reserve University. All the raters were persons engaged in that work in seven industrial and commercial companies. A table of intercorrelations of the ratings from the seven companies is given in which no coefficient is lower than .93. The conclusion is drawn that the reliability of this job rating system is of a "high order." Another table is submitted which contradicts the first one. It shows the "Fluctuations in labor grades" between the ratings made by the seven companies. The exact meaning of this table is not perfectly clear, but apparently it refers to the *average* differences in labor grades for each of the 35 jobs as rated by the seven companies. Only one job showed a point fluctuation smaller than the 25 point span of each grade; no less than 43% showed an average fluctuation equal to two grades or more. The author is puzzled by the discrepancy between these two measures. He says, "It is difficult to form a judgment as to whether these results are 'good' or 'not so good', in view of the paucity of previous research on the problem. The findings do emphasize, however, the different impressions of reliability that may be obtained from correlation coefficients and from fluctuations among raters." A report in preparation will show that Pearsonian coefficients of correlation when used to measure job evaluation reliability conceal rather than reveal the true situation. Accordingly it is not possible to agree with the author that it is only necessary to have good job descriptions and to rate the jobs with care to achieve essentially perfect results every time. Another part of the study reports the results of rating these same 35 jobs by six companies, each using its own plan. Coefficients of correlation are reported varying from .89 to .97 and the conclusion is reached that

"If most systems yield generally the same results, obviously the problem of deciding upon a system to adopt boils down to questions of time, ease of understanding on the part of all individuals concerned, and ease of installation and maintenance." It is impossible, in view of the wide grade fluctuations reported here to agree with him that "most systems yield generally the same results." This is contrary to the known facts. Several other factors not reported affect the reliability of job evaluation. Among these are the validity of the factors, thoroughness of training of the raters and the use of pooled judgment. Neither this nor any other report yet made gives a satisfactory statement regarding job evaluation reliability.

*Interpretation of Interest Profiles.* By Solomon Diamond. *Journal of Applied Psychology*, October 1948, 32, 512-520.

Industry is giving increased attention to the interests of job applicants and consequently to interest tests. There is, however, little data available about the use of the more popular tests in particular companies or industries. This brief report tells about the discovery that low scores on particular interests do not necessarily justify the conclusion that the subject cannot derive satisfaction from a career in that very area. He shows that the members of certain occupational groups do not always show interest above the 75th percentile on the Preference Record. Only 33% of the members of 3 groups have interest scores in that occupation above the 75th percentile; less than half of the members of six groups have scores that high and less than 75% of the members of fourteen groups score so high. These are from a total of 23 groups of men and women. The author suggests that this study reveals "the danger that lies in assuming that the high points of a profile necessarily point to the most appropriate fields for specialization."

*Television's Effects on Leisure-Time Activities.* By Thomas E. Coffin. *Journal of Applied Psychology*, October 1948, 32, 550-558.

This tells of a study that was conducted by means of very detailed interviews of two groups of families; one, a group of 137 families owning television sets and the other, 137 families without such sets. Results suggest that "television tends to pull the family together as a unit once more, preempts time and attention formerly given to hobbies, radio, movies and other leisure-time activities, and engenders an intensity of feeling which leads some to refer to their sets as 'practically a member of the family'." The study was conducted by the psychology department of Hofstra College, Hempstead, Long Island, which has set up a Television Research Program.

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# The Editor Chats With His Readers

## Recent Conferences

There have been several unusual conferences recently. One of these is reported elsewhere in this column: the annual convention of the *Pennsylvania Society of Training Directors*. This conference was exceptional for the degree of unity achieved by the conference as a whole. Participants and attendants alike, felt at home. The quality of the program was unusual too; as can be seen by the report in this issue.

Another somewhat unusual conference was the 49th annual convention of the *National Metal Trades Association*, held in New York October 18-20. The theme was "Management Leadership in Industrial Relations." Two sessions were unusual. First was the session on Monday afternoon consisting of a series of collective bargaining conferences. They were for the purpose of discussing methods of bargaining with three CIO Unions, three AFL Unions and a section for companies having no unions representing their employees. Also on Monday was an all-day editor's workshop planned to help editors of employee magazines. On display at this conference was a large group of employee magazines, pension plan booklets, handbooks and management letters to employees. There were hundreds of cardboard sheets containing the best stories selected from employee magazines all over the United States, classified according to subject matter. These included stories on safety, suggestions, plant operations, community relations, employee recreation and the free enterprise system.

The *American Management Association* held its Production Conference in Chicago on November 18 and 19. The theme for this Conference was, "Technical Skill, Yes; but human leadership is more important!" In explanation it was pointed out that production men are not becoming personnel administrators but when AMA asked a thousand manufacturing executives about their current problems the overwhelming majority indicated that they were making good technical progress on production and manufacturing problems but their big headaches involved human relations. Some of the most frequently mentioned problems by these manufacturing executives were: the declining power of financial incentives, divided allegiance on the part of employees, reluctance to give a full day's work, high absenteeism and problems of discipline.

A similar theme was set by Glenn Gardiner, Vice President, Forstmann Woolen Company in his talk before the Personnel Conference of the *American Management Association* in New York in September. He said, "the operating executive sometimes wonders if personnel men haven't inadvertently done as much harm to human relations in industry as they have done good. This is because centralization of personnel functions has too often subtracted from the foreman's prestige. Human relations cannot possibly be any better than the foreman makes them. An industrial relations program should be designed so that it function *through* the supervisory organization rather than over the heads of supervisors. Our purpose should be to select and train supervisors so that they are the ones to whom workers turn. This reliance upon supervisors for the discharge of personnel functions calls for an en-

lightened supervisory organization. And so it is in the enlightenment of the supervisory organization that our personnel departments can play their most important part.

Another interesting conference was held in Chicago on November 8 and 9. It was the second annual conference for the newly instituted *Council of Profit Sharing Industries*. There was an impressive roster of speakers representing, for the most part, important companies nationally well-known. The conference was devoted to direct and indirect profit sharing plans. There were individual conferences on the types of plans which include cash distributions, trust plans, wage dividend plans and combination plans. Conferences on indirect profit sharing plans dealt with production sharing plans, cost saving sharing plans, guaranteed annual wage plans and multiple management plans. This was the first conference of its kind ever held. The Council of Profit Sharing Industries was established a year ago by some of the country's leading firms operating profit sharing programs. The profit sharing manual, prepared by the Council, has just been published.

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### PERSONALS

Alvin E. Dodd, known to many as the President for 12 years of the American Management Association, has been appointed Managing Director of the U. S. Associates of the International Chamber of Commerce. This announcement was made by H. J. Heinz, 2nd, Chairman of the U. S. Associates executive committee. The U. S. Associates are the representatives of American business in the International Chamber of Commerce. The organization acts as a forum in which business may express its opinions on international economic problems and bring those opinions to the point of policy decision. The International Chamber of Commerce includes leaders of business throughout the world. It has as its purpose the suggesting and implementing of those economic policies which will promote world trade and a higher world standard of living. Mr. Dodd will assume active administration of the Associates staff, including the work of nineteen policy committees.

James O. Rice has been appointed Secretary of the American Management Association, in place of Henry J. Howlett, recently resigned. Mr. Rice will continue his many other labors in the American Management Association staff, in addition to his new duty of Secretary. He has long been a tower of strength in the staff of the Association and his friends will be pleased with his new honors.

Granville B. Jacobs, who for the past two years has been a division personnel manager in General Foods Corporation's Department for Personnel Administration, has been named personnel manager of the GF Sales Division. Mr. Jacobs becomes a senior member of Sales General Manager Wesby R. Parker's staff in New York. He succeeds John K. Frazier, now associate sales manager in the Jell-O Division. Before joining General Foods Mr. Jacobs was personnel director of Ciba Pharmaceutical Products, Inc. in Summit, N. J. He formerly headed his own personnel development and training firm in New York.

Dartmouth College, Hanover, New Hampshire, conducts one of the best business schools in the country, the Amos Tuck School of Business Administration. Many personnel men were distressed a year ago at the death of Herman Feldman who was Professor of Management and Industrial Relations in the Amos Tuck School. The appointment of Dr. J. Edward Walters, formerly President of Alfred University to succeed Dr. Feldman has just been announced. Prior to his three years as President of Alfred University, Dr. Walters was for several years in charge of Industrial Relations on the staff of McKinsey & Company, New York, and before that had been for several years Vice-President in charge of Industrial Relations for Revere Copper and Brass Inc. Rome, New York. The many personnel men who know "Jack" Walters will be pleased to hear of his new appointment.

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### Second Annual Conference Pennsylvania Society of Training Directors

People concerned with training others are good at planning a course for training themselves. Titles of the talks at the 2nd Annual Conference of the *Pennsylvania Society of Training Directors* covered such varied subjects as Visual Aids, Induction, Managerial Development, Determining and Reporting Progress, Economic Education, Pre-supervisory Selection and Effective Speaking. We hope to print some of these speeches later but wish to report now on the excellent demonstration of effective speaking which was presented by Daniel G. Wray, Training Assistant at SKF Industries. A group of foremen and supervisors were seated at the speakers table and demonstrated in five-minute talks what they had learned about effective speaking. After four varied presentations there was a series of two-minute evaluations by others of the group. Each critic was assigned to evaluate one person's talk. Following this there were general evaluations by two others, one of which covered all the beginnings of the speeches and the other criticizing the endings. The speakers took careful notes of all the criticisms and seemed to accept them as a matter of course; as part of their education. Then there was voting by means of applause from the audience as to which speech had seemed to them the best presentation of its subject. The popularity of the subject was not to be taken into account. An "Oscar" was then awarded. Open discussion with audience participation had been announced. This was a regular question period with questions flying fast from members of the audience. Mr. Daniel G. Wray the director of the course did not answer any of the questions although undoubtedly he "knew all the answers." Each person on the panel was given an opportunity to speak in answer to one or more questions.

One question asked was whether those taking the course had any training in person-to-person speaking. The answer was that such training had been given in "role playing" sessions, where the students by turns took the parts of supervisor and employee. "Settling A Grievance" and "Reprimanding Employees" were two situations which had been acted out. After careful criticisms of the tone of voice as well as the content of the conversation the little "plays" had been repeated with



others acting the parts. The question period was so enthusiastically received by the audience that the time limit had to be called before all of the questioners were satisfied. The outline of the objectives and methods of this course follows:

### EFFECTIVE SPEAKING

(Distributed to each member of the Effective Speaking group)

#### *General Purpose:*

To master the technique of transmitting ideas into well-planned spoken words for the creation of a desirable impression upon one or more listeners.

#### *Objectives:*

1. To develop the habit of thinking clearly before speaking.
2. To improve one's ability to plan carefully.
3. To acquire greater use of speech-making "tools".
4. To develop the ability to listen critically.
5. To build personal leadership qualities through the use of speech medium.

#### *Methods:*

1. Individual speech participation weekly.
2. Critical evaluation of all presentations.
3. Practice in Chairmanship.
4. Conference leadership practice.
5. Experience in parliamentary procedure.
6. Formal speech-making.
7. Extemporaneous speaking.
8. Dramatics and Role Playing.
9. Reading Manuscripts.
10. Making Reports.

Members will alternate in participating as Speakers, Critical Commentator, Chairman, Master Commentator, Grammarian. (word critic), Lexicographer and Program Director.

#### *Procedure:*

Each meeting will include five 5-minute talks and five 2-minute evaluations of the talks. Five 2-minute table topics will be expected of those without assignment during the meeting. The chairman will act as time-keeper and no one will be permitted to exceed his allotted time whether or not he completes his talk.

#### *The Fundamentals of Constructive Evaluation (criticism):*

1. The *Whole* Talk:
  - a. What was the purpose?
  - b. Was the purpose made clear?
  - c. Was the purpose accomplished?

What elements *helped* accomplish the purpose?  
 What elements *hindered* the accomplishment?



2. The *Beginnings*:

| <i>Is it</i>           | or | <i>Is it</i> |
|------------------------|----|--------------|
| Direct                 |    | Slow-moving  |
| Striking               |    | Disconnected |
| Challenging            |    | Irrelevant   |
| Attention-arresting    |    | Apologetic   |
| Related to the Subject |    |              |

Does it make me want to listen further?

3. The *Middle*:

a. Does each element carry the original purpose toward its ultimate conclusion?

b. Are the elements tied together smoothly?  
Was my attention held throughout?

4. The *End*:

a. Does the conclusion tie the *Middle* up into a neat package?

b. Does it "seal" the speakers original purpose?

Is my reaction pleasant or unpleasant?

Will I remember that talk?

### Causes of Industrial Peace

The National Planning Association with offices at 800 21st Street, N.W., Washington 6, D. C. has just issued an announcement of a series of 15 studies under the title, "Causes of Industrial Peace Under Collective Bargaining." A letter from Clinton S. Golden emphasizes that these studies prove the value of the positive approach; that is, studying the causes of industrial peace rather than the causes of industrial conflict. The first case study deals with the Crown Zellerbach Company, the largest West Coast paper and pulp company. The 92 page report covers their relations with two AFL unions, the International Brotherhood of Pulp Sulphite and Paper Mill Workers and International Brotherhood of Paper Makers. There has been no work stoppage at Crown Zellerbach in 14 years. The committee of the National Planning Association consists of 28 Industrial Relations Leaders in Industry, Labor and the Colleges and includes besides Clinton Golden, who is Chairman, several other leaders of different unions. Among other members of the committee are Dr. J. Douglas Brown of Princeton University, Stewart Chase, William M. Leiserson and George W. Taylor of the University of Pennsylvania, well-known for his work in labor mediation. The fifteen studies will appear in a series of which the Crown Zellerbach report is the first.

### Foreman Training Survey

Readers will remember articles by Alfred R. Lateiner, who is supervisor of Personnel Development Courses for The City College of New York. He has sent the following information which is the result of sending a questionnaire to a number of

industrial organizations about their training programs. The following is a summary of answers submitted by 58 organizations.

1. Total number of supervisors covered by the survey—22,869. Average ratio of first-line employees to supervision—22 to 1.
2. Forty-three companies have planned programs for training foremen whereas 15 do not.
3. Forty of these companies plan the programs themselves, five use outside help and thirteen are not now training supervisors.
4. Fifty-one companies plan to continue foreman training, whereas 7 do not.
5. The following items are included in the various supervisory training programs.

|                                 |                                 |
|---------------------------------|---------------------------------|
| 44 Job Instruction Training     | 23 Work Simplification          |
| 41 Job Relations Training       | 29 Cost Reduction               |
| 38 Job Methods Training         | 44 Supervisory Responsibilities |
| 44 Accident Prevention Training | 4 Labor Contracts               |
| 25 Facts of Business Economics  | 1 Sanitation                    |
| 2 Company Policies              | 1 Community Relations           |

6. The following results have been reported by the 58 companies who say that their experience with the training indicates that the results are: excellent 13—good 30—fair 8—no evaluation 7.

### "I Heard It on the Radio"

Frank Rising in his inimitable "Memo to Management" tells of hearing a speaker on the Radio the other night. The speaker had a nice voice, was an expert speaker and had a good script. He said he was afraid of the future if the administration in Washington changed hands. Frank thought it would be a good idea for him to be a little afraid because, "there is a good chance that he will be brought back to a work-a-day world where there will be some tough questions to face." One of these questions Frank thinks, is this: "Is it an obligation of Government to take care of all who, for some reason, are not taking care of themselves? Let's saw it down to one item: Housing. Is it an obligation of Government to house its citizens? Put the question to that mellifluous radio speaker in three different ways, and I think you would get three answers:

1. Do we (a good mother-hubbard term) think people should have houses? Answer: Yes;
2. Do you (a little closer) think our Government should provide houses for unfortunates who don't have any? Answer: Yes.
3. Will you, yourself (watch out!) build and give a house to a worthy citizen we select for you? Answer: Who—me? No!"

## Across The Editor's Desk

*Rutgers University*, Rutgers, N. J. has just issued the first of a series of "Case Studies of Cooperation Between Labor and Management." This is "The Joint Safety Program of The Forstmann Woolen Company and Local 656, Textile Workers Union of America, CIO." It is a 46 page bulletin, prepared by Richard H. Wood and John J. Pearce, Jr. of Rutgers University, who worked with others on the staff of the Institute, the Forstmann Woolen Company and members of the textile workers union. The report outlines the complete accident reduction program of the Forstmann Woolen Company and has a chapter on union participation in the cooperative company-union plan. An organized safety program was started in 1935 and in 1945 the work was taken over by a joint committee, in which the union participates, known as the Joint Safety Council. While the report is excellent in its outline of a good safety program its chief interest lies in the way in which the union has joined the company in still further improving an already effective safety program.

Another publication, just received from the *Industrial Relations Section of Princeton University*, is a four-page leaflet listing references under the general heading of "The Handicapped Worker in Industry." Copies are available at ten cents each.

A number of publications have just come from the *National Industrial Conference Board*. One of these is an analysis of trends in unemployment compensation benefits which shows that average weekly benefit payments have kept pace with rising living costs. It is a little astonishing to read that one million three hundred thousand persons received weekly unemployment checks in July 1948. The *Management Record*, issued by the Conference Board, reports a survey of executives to determine their attitude toward the Taft-Hartley Act after one year of operation. The report that 93% of the executives questioned say that they favor the act. The suggestion most frequently reported is one to include company officials under the requirement for non-Communist affidavits. More than one-half of these executives believe that the Act has resulted directly or indirectly in an improvement of their relations with their employees. Not a single executive said he thought the Act had adversely affected the Company's relations with employees. 93% favored the Act but a large number felt that it "has definite shortcomings." A smaller number believe it has "done more harm than good"; 25% suggest changes in the union shop provision of the Act. Most of these believe that the requirement for a union shop election as conducted by NLRB should be eliminated and another group was in favor of a complete banning of the union shop just as a closed shop is now forbidden. One executive thinks that the Act should be rewritten "in plain language."

The *Civil Service Assembly "Newsletter"* reports a study of the United States Department of Labor on the merits of older workers. The six month study represents an analysis of the work records of 18,000 workers of all ages and shows that the younger group have the highest absentee rate, have the most injuries and generally shows less settled work habits and fewer developed skills. A New York State Study is referred to which reports that 39% of the companies queried had formal rules

barring the employment of older workers. This policy was more common in large companies than in small ones. The November 1947 issue of PERSONNEL JOURNAL carried an article "Judging Candidates by Observing Them in Unsupervised Group Discussion," by William Brody, Director of Personnel, Department of Health, City of New York. The Assembly Newsletter reports that two state civil service agencies are experimenting with this interview method. In Colorado a recent examination for patrolmen of the State Patrol required candidates to assemble around a conference table and discuss the topic "how will the coming tourists affect the state patrol?" Each session lasted for an hour, the oral examiners sitting on the sidelines and observing the group in action. On the basis of its present experience the staff of the Civil Service Commission believe that the proper number of candidates in each group should range from 4 to 8 for best results. In New Jersey a similar procedure has been followed by the State Civil Service Commission in examining candidates for Director of Personnel in state institutions.

*General Foods Corporation* is one of the very few whose personnel administration department issues a monthly publication for the information of members of the staff of the Personnel Administration Department. "*Personnel Review*" appears monthly, usually with about 16 pages. It is modestly printed with the help of varitype and the offset printing process. There are usually several pages of news items about members of the staff in different parts of the country followed by abstracts of articles on personnel and labor relations matters.

The *United States Department of Agriculture*, Office of Personnel, has just issued a 216 page mimeograph report on "*Personnel Administration Development in the United States Department of Agriculture; the First 50 Years.*" This report was prepared by W. W. Stockberger with the assistance of Virginia B. Smith, both of the Department. In a brief introduction T. Roy Reid, Director of Personnel of the Department calls attention to Dr. Stockberger's special qualifications for writing this report. He was "more than any other person responsible for guiding . . . the development of personnel administration." The report is not so much a review of the history of personnel administration in the Department of Agriculture as it is a revelation of the gradual evolution in the thinking and actions of administrators toward the human side of management.

*Prentice-Hall, Inc.*, has just issued "*The New Cure for White Collar Unrest.*" In 48 pages this booklet discusses in detail many points under the headings Why White Collar Workers Kick, How Unions Sell Themselves to White Collar Workers, and What Employers Can Do for White Collar Workers. The last heading takes up the larger part of the report and contains many practical suggestions of ways of meeting the requirements and satisfying the interests of white collar workers and developing in them an attitude of appreciation toward the company.

## Book Reviews

**PRACTICAL JOB EVALUATION.** By Philip W. Jones. New York: John Wiley & Sons, Inc., 1948. 304 pp. \$4.00.

Phil Jones' book, *Practical Job Evaluation*, seems to have stirred up two schools of thought. One school says that it is an excellent job developed by a man who has obviously been through the mill. The other school says that its features devoted to selling a program to employees are quite strong but that technically the book has many weaknesses. This reviewer belongs to the second school.

In his work with Sperry Gyroscope Company, Jones had an intensive experience with job evaluation. However it is to be doubted that experience with one large installation or even with a half dozen, gives adequate background for the preparation of a book to be put out for use by practitioners in the field.

Using a point system which does not materially differ from most of the point systems which have been in vogue for several decades, his company was able to set up a practical job evaluation program which apparently employees accepted rather well. The factors used under this point system are much the same as found in the NMTA plan. The plan ignores Lawshe's research on the uselessness of numerous factors and technically violates other research which shows that arbitrarily established weights for the factors are no better than the absence of weights entirely.

Jones brushes aside rather lightly much of the careful work which has been done in the job evaluation field, in favor of an exposition of his own brain child. I suppose this is a rather human weakness. Technically, the book has little to commend it. There are some spots, particularly where it discusses the factor comparison method and also where it discusses the use of a scatter diagram, where the book shows definite weaknesses.

Jones did his work in a huge company and any personnel manager in a relatively small organization, say having fewer than a thousand employees, would have difficulty in making direct applications of the manual, either on technical matters or in selling the whole program to employees.

However it is in the selling to employees that I find the great contribution of Jones' book. He has developed practical ways of organizing a program for indoctrinating employees and for visualizing the procedures, which is a distinct advance. I regret that Jones did not write a book in which he said that he would leave the technicalities of job evaluation to others and write his entire book around the important problem of enlisting employee cooperation through visualized education, recognition, participation and other devices which he has used so well. As far as this reviewer can recall, no one has yet said as well or as adequately those things which need to be an integral part of any job evaluation program, namely the importance of getting it into effect so that employees will respect it.

Eugene J. Bengé

THE SCOPE OF MODERN PERSONNEL ADMINISTRATION. By Thomas G. Spates. New York: Funk & Wagnalls Co., 1948.

One must be careful in sizing up this little book—it has only forty-two pages—for it is distinctly different from other personnel books. It is long on ideas and short on words. It is designed to fit into a series of readings covering the whole range of executive action with major emphasis on the human side of modern management. There can be no question about its usefulness to executives and personnel administrators if they will take it as an aid to evolving a sound philosophy as well as a guide in the solution of every-day problems. The words "Scope" and "Modern" in the title make one curious to find out what's new and how wide the field. And you are not disappointed, for there is a quick look on "How it came about" in the first chapter that gives us ideas about what is modern in dealing with personnel administration as a specialized function of general management.

It seems proper that the scope of the book should be aimed pretty much at policy making. There are several points of emphasis which need to be included in personnel administration that have lacked adequate attention in the past. Just to lift out several of these is sure to broaden the thinking of many executives. In several places in the book attention is given to the importance of correct design of the organization structure as inherent in the overall personnel problem. As more and more Personnel men move along to Vice Presidential status there is much more opportunity to give attention to the personnel implications of organization design, especially those which involve decentralization and other line and staff relationships.

In anything that Mr. Spates writes one expects to find new emphasis on democratic processes, such as consultation, explanation, participation, and social responsibility. It is in the discussion of these that the book is especially useful, rather than in the more generally recognized functions of employment, training, compensation, working conditions and hours of work. These latter are dealt with in a chapter on "Content of Personnel Administration," which is an ideal check list for any progressive company.

In many companies these days there is rather a sharp division between so-called Industrial Relations and Labor Relations. Mr. Spates insists that relations with organized labor and the development of working agreements between employer and employees through collective bargaining are of necessity an integral part of the personnel administration function. This is true because of their bearing on the work experiences of people on the pay roll.

In one chapter, "Checking On Results," the scope of the personnel man's job is reviewed. Here is a plea for what might be called the control, or inspection, or auditing of responsibility. Internal controls are required to determine whether policies, programs and practices as intended are really being carried out. This is new emphasis which will have to come about more generally in the future. It is a responsibility that has been ducked all too generally in the past. Sound policies must be made to work.

Spates is at his best when he distills some basic philosophy out of his experience. This he focuses upon individual productivity from the standpoints of tangible re-

wards and the less tangible non-financial ones. Through sound leadership we get into the realm of the spiritual, so often stemming out of attitudes towards one's boss. This chapter is an excellent summary of the whole discussion. The closing chapter gives much to think about regarding objectives for the future in the shop, community and state, which certainly give the personnel administrator many important activities to share in. Two appendices deal with "Policy and Procedure Statements on Handling of Grievances" and "Appraisal of Personnel Administration in the Management of a Company." These are useful tools (a kind of bonus) for those who take this little book seriously and use it not as just fine reading but for effective administration in the newest of modern management functions.

Walter Dietz

**COMPANY WAGE POLICIES.** By Richard A. Lester. Industrial Relations Section, Princeton University, 1948. 45 p. \$1.50.

Wage policies are something that most companies don't have—to put the matter in the Pennsylvania Dutch style. The Industrial Relations Section of Princeton University has just issued "Company Wage Policies", a 45 page report prepared by Richard A. Lester, Research Associate. He says that the only extent to which many companies have any wage policy is that of being prepared to "meet changes in prevailing local rates". This, he points out, is an invitation to unions to gain a series of repeated increases. As a result, some companies have been searching for a wage "attitude" which would be sensible and practical. It is an "attitude" rather

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## Industrial Relations Issue

January, 1949

## THE AMERICAN JOURNAL of SOCIOLOGY

The January issue of *The American Journal of Sociology* is addressed to people who are interested in industrial relations, from the point of view of both the public, workers and management, and of students of this new and expanding field of research.

Written by specialists actually at work in the field—including William E. Henry, Chicago; Herbert A. Shepard, Toronto; Donald E. Wray, Illinois; William Foote White, Cornell; George C. Homans, Harvard.

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than "policy" because it better expresses what is obviously the situation in most companies. Few if any companies have well thought out positions on all aspects of the wage and salary problem. The purpose of this study is to answer questions such as the following, so far as possible: How do companies determine their wage levels? How consistently do companies follow a definite practice, such as determining wages on the basis of productivity, by means of job evaluation, or by some other definite standard? How has company wage policy been affected by the spread of unionism? What wage policies have been found unsatisfactory? To what extent do companies follow area standards or industry standards or attempt a compromise of both? The material for this report was obtained not only by questionnaire, but also by interview. 107 manufacturing companies employing about two million workers furnished the data. One of the principal findings of the report is that nearly all companies depend on private wage surveys. Anyone who has ever conducted a survey realizes how much resistance to giving such information is inevitable because of the extensive duplication of such surveys. Very few wage surveys are conducted by people who have the necessary training in the statistics of measurement to do the kind of job that should be done and to reach valid conclusions. This report contains a wealth of material and is a "must" for everyone concerned directly with the problem of wage studies.

### SITUATIONS WANTED

**PLANT PERSONNEL AND INDUSTRIAL RELATIONS ASSISTANT.** Chemical Engineer graduate, Yale Univ.; Industrial Relations and Personnel Administration, Columbia Univ.; 7 years of progressive responsibility; Veteran. Box 17, Pers. Jour.

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## JANUARY

- 14-15 New Brunswick, N. J. Rutgers University.  
*National Vocational Guidance Association.* North Atlantic Regional Conference. Franklin Connolly, 175 W. State St., Trenton 8, N. J.

## FEBRUARY

- 14-16 Chicago. Palmer House.  
*American Management Association.* Annual Personnel Conference. James O. Rice, AMA, 330 W. 42nd St., New York 18.

## MARCH

- 3-5 Cleveland. Hotel Carter.  
*American Society of Training Directors.* Fifth Annual Conference. F. S. Laffer, Care Cleveland Graphite Bronze Co., 17000 St. Clair Ave., Cleveland.
- 24 New York. Waldorf-Astoria.  
*National Industrial Conference Board.* Regular meeting. S. Avery Raube, 247 Park Ave., New York 17.
- 24-25 Minneapolis, Minn.  
*University of Minnesota and S. A. M., Twin City Chapter.* Seventh Annual Industrial Relations Conference.
- 29-1 New York. Hotel Pennsylvania.  
*Safety Engineers.* Annual Convention. Paul F. Stricker, Greater N. Y. Safety Council, 60. E. 42nd St., New York 17.

## APRIL

- 21-22 New York. Hotel Pennsylvania.  
*S. A. M. and A. S. M. E.* Fourth Annual Time Study & Methods Conference. S. A. M., 84 William St., New York 7.

Employee communication is a two-way problem. It is not enough to "put over" your pet ideas to your employees: you must do it in a way which they will accept. In addition you must make a great effort to let your employees tell you what is on *their* minds.

# Employee Communication

BY HAROLD F. NORTH, Industrial Relations  
Manager, Swift & Company

**H**ow long has it been since you have read a textbook . . . one used either in our elementary schools or colleges? If you haven't, you should. Many of you are spending money in an effort to inform your employees on the values of free enterprise, while at the same time their children and your children are being subjected daily to instruction designed to get rid of our present form of government. As a taxpayer you are now supporting schools and universities where many textbooks are used which carry the Marx as well as the Keynes theory of economics. \* \* \* \* \*

A recent opinion poll revealed that 65% of college students thought we would be better off under government ownership. No wonder—that's what they are being taught from kindergarten right up to getting that Ph. D."

These are sentences taken from a recent issue of "Labor News Brevities" published by the Employers' Association of Chicago. I have read them to you because in a very few words they point up a problem in employee communication that stems from a situation that exists in our schools and colleges throughout the country. Of even greater importance is the challenge it presents to the American people who believe in the opportunities to achieve a full and meaningful life present under the free enterprise capitalistic system. It is a problem so great that it requires the urgent attention of all people who believe in the principles of our American form of constitutional government—and it is serious enough to require them to do something constructive about it.

## WHAT THE SCHOOLS TEACH

These sentences are important in any consideration of the subject "Employee Communication." The influence on our employes of the attitudes that are being developed in young people at school by this insidious philosophy of government

and economics is far reaching. The danger is in the authority of ideas which these young people bring home to their families—and these families contain many of your employes who believe naturally that educational institutions are completely authoritative.

As business leaders we become indignant over the situation: we berate the motives, we condemn the system, but we continue to tolerate the problem by doing little, if anything, to correct it. In the first place, faculties and students are not altogether to be blamed. They have been left alone by us to interpret life and business from text books and from the lips of those who seek a platform wherever they can find it. At the same time we seem unaware that no one is in better position to make a worthwhile contribution to the education of children than successful business men who can bring to the classroom the practical experience that results from the application of theory and doctrine.

Most faculty members realize the need for this help and are eager to learn the practical problems of business management. It is interesting to watch the change in their teaching methods and material when the opportunity to improve them is made available by leaders in industry and commerce. I have been agreeably surprised to find what almost amounts to a revelation appear on the faces of students and in their attitude when academic questions which they raise are taken seriously and replied to in terms of practical experience. Successful physicians and surgeons have always taught in the medical schools and their graduates are required to serve an internship before they are licensed to practice. Successful lawyers teach in the law schools, and it is similarly true in the other professions. In each instance these men bring to associates on the faculty as well as to the students in class rooms a balance between theory and practice. This fact has always raised a question in my mind. Why should not business leaders, successful in the fields of industry and commerce, affiliate themselves in the same way with the schools of business, liberal arts, and those teaching political and social sciences? It would pay great dividends if they did.

#### DON'T USE "CANNED" MATERIAL

So much for the influence of external factors on the problem of employe communication. The meager attention given to it in what I have said is only in the interest of time rather than because I think lightly of its importance. If business leaders have failed to do all they can in helping leaders of thought in our schools and showing interest in the classroom work of their children, it can be readily understood and partly forgiven, because the need for it arises out of a complete change in our educational system which has only recently become apparent. On the other hand, there is no excuse, except lack of comprehension, to explain or justify some of the haphazard efforts in employe communication, especially in the use of "canned material."

An examination of communications programs as they are now practiced in some companies reveals them to be only superficial efforts at best. It shows the extent

to which they have been developed *from* a top level management "scale of observation" rather than *to* one of employee interest. If there is one thing above all others that is required in the development of a sound employee communication program, it is recognition that people live in a "me world" which is determined for them by their special circumstances. An illustration of this fact is apparent in the simple logic of the observation, it is not "what I think" but "why I think as I do" that justifies any conviction which I may hold or any statement which I may make. Because of this inescapable truth, employee communication in whatever form it is expressed must always carry acceptable reasons for the belief that is being explained, for without good reasons there is no hope whatever for acceptance by the employees to whom the communication is addressed. You must never lose sight of this importance of reasons for your conviction; they are your selling points. Only these will bring to others adequate explanation for your point of view; for they developed it in your *own* thinking.

### SELLING YOUR PROGRAM

I think we can take a lesson from selling in the development of communication programs; they should be planned and used according to what is called the "persuasion pattern." This is an approach tuned to the "selling side" and avoids the opportunity for the employee to say "no" to your ideas before you are ready to have him say "yes." In other words, you tell and show him in a way that helps him see how he can benefit from the point of view you want him to have or the action you want him to take. There is no other force in human nature as great as self interest—not even fear.

The objectives of employee communications when viewed in the light of people at work and their life outside are a good example of the impact of a "me world" as my good friend North Whitehead calls it, or "scale of observation" as de Nouy calls it in his book "Human Destiny." Let us examine this from the aspects of viewpoint exhibited by the research director, top management people, and from those of employees to whom communications are directed.

Many people who are professionally engaged in scientific research tend to think the objectives are to achieve a better employee performance on the principle that an informed employee is the best employee. I am certain this is true if what you have to communicate to the employee can be made acceptable to him—and you are prepared to live up to it. But if this is true so far as the employee is concerned, then it must follow with the same authority that an informed management is the best management. These truths emphasize the importance of two-way communication as an instrument of benefit to both employees and management people. Research people hold that employees must be made to understand the social and economic importance of their jobs. They say it is not enough for an employer to be a good employer. He must find ways to tell the world about—and then do it. They urge that these considerations should be uppermost in determining the kind of communications pro-

gram for a company. Moreover, that no means should be overlooked if it lends itself in any way to the establishment of ideas of the social and economic importance of the business. And these must be beamed to the minds of both employes and the public. Finally, they say the field goes beyond a single group. It must include all employes; workers who may be unionized, white collar employes, and management at all levels of authority. These views are sound and I recommend them for your careful consideration.

Employee communication as it is viewed by management people discloses objectives that are quite different from those as seen by employes and research people and they are different even among members of the management group. At the same time most management people would be the first to deny that any material difference exists at all. And they are honest in that belief because they arrive at it under the influence of different "me worlds" from those of the other groups. This makes it imperative for management people to encourage objective appraisal of all material used in communication and to avoid "talking down" to people; to look for employee reaction which may express disagreement with the views of management; to avoid show of resentment or taking reprisal action; and, finally, to accept the situation as a problem rather than an attack on management or hopeless failure to convert. To do this takes men who are broad in principle and social stature.

I have had the privilege of participating in several conference meetings on the subject of employee communication, attended by some of the best informed people in the field of industrial relations and general management. Discussions were designed to cover the instruments, objectives, methods and appraisal factors that must be considered in developing and administering employee communication programs. Several days of research included a study of such instruments as letters to employes, employee meetings, indoctrination programs, employee newspapers, magazines, reports to employes, bulletin boards, films both sound slide and motion picture, suggestion plans, and job instruction plans and many other things.

#### GIVE YOUR PROGRAM CONTINUITY

The objectives described seemed to center around management's efforts to establish management status, interpret the Taft-Hartley Law, chastise bad union leadership, improve employee productivity, attack communism, promote democracy, and to justify free enterprise. Taken separately each subject and each instrument is in itself both impressive and important. The occasion for each was at once apparent and the action always appeared desirable, but continuity was lacking and the effort seemed to occur as an expedient of momentary importance. However, the experiences reported did form a pattern of ideas and the discussions developed that the objectives of employee communications are such as to fall naturally into three general categories:

1. To make clear to employes, to the public, and to government officials what management thinks is the proper status of management and to

bring about full recognition to them of its responsibilities for the business. Specifically, management-charged by the owners of the business to direct the use of property and materials and to carry on the business in a proper and useful service to society—is called upon to make broad policy decisions in the interests of all groups concerned which cannot be surrendered to any special group of unionized employees.

2. To increase employe productivity as the *only* means for improving our standard of living and to justify the high wage rates now in effect in this country.
3. To present the position of management on controversial questions thus restoring and extending the lines of communication between employees and management.

When employees look at the objectives of a communications program they naturally respond to the influence of their environment both at work and at home, as well as to their interests, hopes, and ambitions in life. In addition to these and above almost everything else, are their disappointments and frustrations which rightly or wrongly employees may frequently hold to be the fault or failure of management. These influence and determine the acceptance of any new ideas that management is attempting to communicate to employees. All of these things, rather than the quality of communication, determine in large measure the value of the effort management has put into both the subject matter and the instruments of communication. These also determine the employees' desire to be understood and largely the kind of communication they believe serves their best interests. It is the essence of "two way communication" and the life blood of it. In other words, it determines whether employee views will be communicated by them to management through the formal organization which management creates at various levels of supervision to run the business, or whether employees will establish an informal organization of their own within the company for communication purposes, or whether they will go to an outside labor organization, if they happen to be in a place that lends itself to such organizations under the law.

#### WEAKNESSES IN COMMUNICATION PROGRAMS

Weaknesses that appear in employe communication programs are many and they can be very serious. Perhaps the greatest of all is the use of communication solely as a defensive action against a specific attack, or in the field of general controversy: communism, free enterprise, unionization, are examples. Another especially serious matter is the failure to realize that good employe communication requires more than a desire to communicate. It requires the presence of a suitable subject, and the use of an accepted instrument of communication. There is a common failure which considers the presence or threat of union organization as a primary reason for employe communication and too often attention is limited to this narrow field.

Almost universal is the failure to provide a long range management policy and program properly integrated to the many interests and responsibilities that are

present in the business. Policy and program should provide for information material on economics, working conditions, labor relations, and subjects of interest to employes even though difficult for management to talk about them. All of this should be done as a positive information program rather than defensive action. Each of these interests in the business has its own "me world" which must not be overlooked—and never ignored.

Too often there is failure to delegate sufficient authority to those responsible for communication programs. This interferes with performance that will permit expert treatment of subject matter and devising effective methods for communication. The greatest difficulty here is the natural desire of people to change words to their own special style, when their concern should be restricted to fact and obvious error. Important management people fail to recognize that it takes much time to develop new habits of thinking which are necessary for success in changing employe behavior.

Finally, the worst failure of all is neglect to make full and proper use of the natural communication instruments and opportunities present in the every day associations of people at work. I never hear the popular song "Doing What Comes Naturally" without being reminded of how much we neglect this principle in employe communication—and at what terrible cost.

### THREE INSTRUMENTS OF COMMUNICATION

If we look at the field of instruments of employe communication in use, again we find it divides naturally into three important categories: oral communication, communication by example, and written communication. Oral communication provides a natural opportunity to communicate with employes by discussing job requirements not only in terms of what is expected of them but equally important the "why" or objectives of employee efforts. It offers a natural opportunity to pay attention to employe interests, hopes, ambitions, and problems; those that concern them at work and those which are a part of their social and family life away from work. Here we find endless opportunity for the best kind of employe communication because it can be related to the employes' part in the scheme of things for which the company stands.

Communication by example is the natural day-to-day performance of people and how it measures up to their own statement of principles and professions of faith as well as those of the company. Everyone has seen many cases where weak or poor company policy has been made to look good by the understanding performance of an effective supervisor. On the other hand, all of us have seen excellent company policies completely nullified by the bad example of those in responsible positions through their failure to measure up to what the company has said it stands for. It is the old story of "what you do speaks so loudly, I cannot hear what you say."

It seems to me good employe communication is at its best when done at the level of first line supervision. The supervisor is the company to employes. His position is not only a privilege but it is a grave responsibility. It requires him to possess knowledge of the job, knowledge of job responsibilities, skill in leadership, skill in



instructing, and skill in improving methods. These are the natural instruments of communication; they provide natural opportunities for doing a real job of building understanding, loyalty, and moulding a team of employes in fact and in spirit that will insure the success of any business if done well. If I had only one choice available I would stake it on the development of an employee communication program at the level of first line supervision. But this would require more than anyone has done before now and involves so much as to make it a subject for special treatment of its own.

Written communication is usually limited to general instructions, statements of policy, manuals of information, and employee publications. Each of these communicates and interprets the company to its employes. Their real purpose is to establish a guide for oral communication and to supplement it.

Employee publications are an exception for they provide an opportunity to communicate employes to each other through public acknowledgment and recognition of what they are doing at work, at home, and in the community in which they live. Recently the trend is in the direction of interesting the employee's family—he tends to think as it does. Perhaps the greatest weakness of employee publications is in editorial policy. Too often it unwisely places undue importance and value on the "chit chat" personal news item and fails to take full advantage of the opportunity to develop sound values in employee personals. One is merely a device to mention employee names. The other is recognition of merit or achievement about which the employee, his family, and his friends can be proud. The latter is an inspiration to others and encourages them to better effort.

#### THE IMPORTANCE OF HUMAN UNDERSTANDING

I began this article with an exposition and appraisal of a serious problem. I finish it with a suggestion that people must somehow learn to recognize the importance of human understanding; the kind of understanding that recognizes the underlying reasons for differences in the viewpoint of people, and tries to change it rather than show resentment toward it; the sympathetic understanding of one man toward another offering help rather than reform; understanding that makes progress in human relations by penetration and evolution in ideas instead of attempting to bring about change by the imposition of unexplained, unacceptable rule or edict.

I implore you as leaders in your respective businesses and in your communities to make yourselves available to your employes. Then to seek out the schools—who will be happy to open their doors to you. And finally, set an example by this action to the communities in which you live in a way that will reveal to all who come within the range of your influence the soundness of American business, operating as it does in a free economy under a democratic form of government. There is no finer inspiration to Americans than complete understanding of the opportunities present for those willing to work. But we must live as we speak.

Recent decisions by the National Labor Relations Board have quieted fears that craft unions would be encouraged to split off from the vertical unions of which they are a part in many plants. The vertical unions themselves have improved the lot of the craft employees within their ranks by developing protective features for them.

# Craft Workers in the Vertical Unions

By RANDLE E. DAHL, Fenn College, Cleveland

OVER the years the workers in the skilled and maintenance trades have been a jealous and cohesive group characterized by their greater skill, higher wages, and superior standards. When economic necessity and the C.I.O. (with an assist by the Wagner Act) brought about the organization of many of our large mass production industries, it was anticipated that the craftsmen in these plants might chafe at the prospect of belonging to a plant-wide union.<sup>1</sup> It was felt that the "newly unionized craftsmen in the basic industries would find their union experience a disappointment and sever their connections with organized labor unless they were allowed to join their fellows in the international unions of their craft."<sup>2</sup>

These anticipations were again stirred when the Taft-Hartley Act was enacted. Section 9 of that Act contained provisions which were apparently aimed at the discontinuance of the previous practice of the National Labor Relations Board, of virtually compelling skilled artisans to remain parts of a comprehensive plant unit previously found to be appropriate. This was emphasized particularly by the language of that Act which reads, "That the Board shall not . . . decide that any craft unit is inappropriate for such purposes (collective bargaining) on the ground that a different unit has been established by a prior Board determination, unless a majority of the employees in the proposed craft unit vote against separate representation. . . ."

These apprehensions have been somewhat allayed by two recent decisions of the National Labor Relations Board in which the Board held that it was not required to hold separate elections among skilled employees whenever a request was made by a craft union seeking to represent them. The Board said that it may consider in this respect, "the basic nature of the duties performed by the craft employees in relation

<sup>1</sup> *The Problem of Structure in American Labor: The American Economic Review*, March 1937, 8-9.

<sup>2</sup> *Ibid.*

<sup>3</sup> *The Maintenance of Craft Unions Act, 1937, Section 4b.*

to those of the production employees "and" the integration of craft functions with the over-all production processes of the employer."

### UNION RAIDING

Nevertheless, there have been numerous newspaper reports of inter-union raiding in C.I.O. industrial unions on the part of both A.F. of L. and C.I.O. unions. Some of these raids were apparently attempts to detach skilled tradesmen from the plant-wide industrial unions by the offer of better wages and autonomy. Others were said to represent efforts to retain certain locals within the C.I.O. when they splintered off from C.I.O. International Unions which refused to sign the non-communist affidavits required under the Taft-Hartley Act. It was the possibilities of the former type of raiding, however, which disturbed many students of industrial relations. They envisioned the partitioning of industrial unions into disjointed units of production workers and skilled craftsmen.

The experience of at least two of the important industrial unions indicates that the problem of the skilled worker within these unions is being solved by discipline and by structural change. That these craft-minded workers represent a problem cannot be gainsaid. For instance, some months ago the Maintenance Unit of Local #600, U.A.W.—C.I.O. urged upon the Executive Board of the Union the following propositions:

- "1. That the wage differentials between the A.F. of L. tradesmen and the Maintenance and Construction tradesmen of the U.A.W. be equalized.
2. That all skilled workers' contracts include a *joint controlled apprenticeship plan* to develop mechanics to replace retiring skilled workers.
3. That the U.A.W. draw up a *model contract for skilled workers*, said contract to be inserted in all contracts affecting skilled workers and production workers.
4. That the U.A.W. undertake a survey to determine which powerhouse classifications shall be considered as skilled and apprenticeshipable.
5. That the seven-day operations be abolished and *premium pay be paid for Saturdays and Sundays*.
6. That, if conditions are such that warrant the letting of a contract to outside contractors, *the employees of said contractor shall be forced to get a work permit from the U.A.W. local union involved.*"<sup>4</sup>

This extreme craft outlook is underscored by another admonition from the same periodical to the effect that, "all tradesmen shall work only in their trade and if asked to work outside their trade they should contact their committeeman at once."

### PROTECTING CRAFT WORKERS

The growing craft-mindedness of tradesmen within industrial unionism was reconciled by U.A.U.—C.I.O. through the creation in 1942 of the Skilled Trades

<sup>4</sup> Local #600, U.A.W.—C.I.O., *Ford Facts*, March 22, 1947, 5. The underlining is the author's.

Department of the International Union. The objectives of this department were:

1. To obtain for skilled workers a protection in keeping with their skill and ability inside industrial unionism.
2. To provide for apprenticeship standards and training.
3. To equalize wages within the skilled occupations.
4. To maintain an equitable differential between the skilled crafts and the production jobs, all within the bounds of the human relations involved and with respect to the integrity of the union."

The Skilled Trades Department by virtue of its recognition of the unique position of the tradesmen in the mass production plants and by a partial segregation of them in terms of apprenticeship systems and wage differentials, has successfully forestalled attempts to take the craftsmen out of U.A.W. It has developed a detailed apprenticeship program meeting the requirements of the Federal Committee on Apprenticeship as well as those of other governmental bodies. Among other things this program provides for the establishment of Joint Apprenticeship Committees which shall be composed of equal representation of management and of the union.<sup>1</sup> The department has also successfully resolved the touchy postwar upgrader difficulty with the recent adoption by the International Executive Board of a compromise policy, which emphasized that, "we won recognition and the beginning of industrial democracy by solidarity between production workers and skilled trades workers." Under this policy the war-time upgraders who worked in the tool and die room, for example, were given the opportunity of completing an apprenticeship program looking toward Journeyman status, accepting classification as a Machine Operator, or reverting to a previous production job status. A significant clause in the policy statement says that, "any further employment in the trades classifications that are apprenticeable shall be limited to the employment of fully qualified Journeymen or Apprentices."

#### PRESERVING INDUSTRIAL UNIONS

Another important union, The United Steelworkers of America, C.I.O., has not been faced with a skilled trades problem of the same dimension as that of U.A.W. It is probable that the greater discipline and trade union maturity of the Steelworkers, as well as the fact that the steel industry does not have the large number of unskilled and semi-skilled occupations characteristic of automotive assembly lines, have played an important part in minimizing these difficulties. It is interesting to note also that in the two N.L.R.B. cases involving craft bargaining unit determinations the steel companies involved supported the industrial unions. The Steelworkers say they are an *industrial* union and intend to remain such.

The skilled and maintenance trades, however, are recognized as unique crafts and apprenticeship rules and regulations have been set up to deal with the problem of supply. There is no skilled trades department within the international union but,

<sup>1</sup> U.A.U.—C.I.O., Apprenticeship Standards, September 30, 1947.

the trades have been carefully placed in the various general job groupings provided for under the wage inequities program set up in the "Big Steel" contract.

It would seem that the skilled craftsmen working in the mass production industries will be cherished and retained by the industrial unions of which they are members. Developments of the last ten years suggest that the industrial unions will adapt themselves to the needs of the skilled workers. Management would much prefer to deal with fewer rather than more unions and, in respect to the separate craft bargaining units, Van Delden said that the employers, "will always be found on the side of stability of production." The significant working relationships between the companies and the unions as well as the urgent desire of the unions to maintain their plant-wide character indicate that the probable solutions to any organizational difficulties involving the skilled craftsmen will lie in the realm of internal Union policy and structural change.

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### **Sweater Girls!**

According to *Coronet* this notice appeared briefly on the bulletin board of a government machine shop: "Girls: If your sweater is too large for you, look out for the machines. If you are too large for your sweater, look out for the machinists."

---

### **Cheap Labor!**

Wade Shurtleff, Director of Industrial Relations at Willys-Overland Motors, Toledo, tells the story of a company that, during the war, used dogs to help the guards patrol company property. The canines were withdrawn from duty, however, when the union lodged a protest against this cheap form of labor. Besides, the dogs didn't pay unions dues! Consequently it was not surprising to read of the Auckland, New Zealand firm which is being sued by the Electrical Workers Union on the charge of unfair labor practice for employing a ferret to pull 600 feet of wire through a conduit. The ferret was lured through the conduit by the scent of a rabbit, trailing the wire behind him. The trick saved the firm the cost of several weeks' work by electricians. The union charged the company with employing an unregistered worker, paying insufficient wages and for engaging an under-aged worker.

Executive training takes many forms depending on the immediate needs. Here is a practical plan that has produced direct results in better operations and higher morale. It is a plan that can be adopted by any organization, large or small.

# Rheem Executives Go To School

By HENRY O. GOLIGHTLY,  
General Personnel Manager,  
Rheem Manufacturing Company

**D**ADDY, will you help me with my home work?"  
"Can't right now, son. Got my own to do."

These remarks are taken from the most recent issue of the "Rheeminder," our national company publication. This conversation is a typical exchange between members of the younger generation and their male parents in many Rheem homes this fall. A common sight in the homes of Rheem plant executives today is to find father and son sitting at the same desk preparing the next day's school assignment. No longer does daddy help junior with the homework; for he has his own to do. Over two hundred Rheem executives in plants located all over the United States are taking courses designed to qualify them better for the jobs which they are presently doing and for promotion possibilities. This program has resulted from the recognition by the company of its need to train executives to meet the rapid expansion of the company. At the end of World War II, with markets steadily expanding and with the need for restaffing depleted departments, it was apparent to us that Rheem must train its own executives. To hire personnel for key jobs from other sources was expensive and also upsetting to the morale of present employees, who felt that they were being deprived of job opportunities.

In August, 1947, the president of the company gave the personnel department the assignment of developing an executive training program. This was an especially difficult task since the company is a decentralized manufacturing concern with ten plants in as many locations. Obviously we needed to know our training needs. The first step was to take an inventory of our department heads and above in one of the larger plants. This inventory revealed that employees in many instances did not

have sufficient training for their present jobs; and, in other instances, did not have the proper background for the job to which they might logically expect to be promoted. One of our major objectives was to assure that every executive employee was "backed up" by a man qualified to replace him or by a man in training to become qualified. An analysis was also made of the supervisory training and communication program then in effect. We found that a satisfactory job was being done; that is, our supervisors were effective in their relationships with employees and we had an adequate program for keeping them informed on all phases of company activity.

#### MOST EXECUTIVES WERE TOO SPECIALIZED

This did not, however, satisfy the need for training in the fundamentals of business. Most of the employees under consideration were specialists in one phase of management but usually were lacking in knowledge of some of the component parts of their over-all jobs. For example; an analysis of the qualifications of the plant manager showed that he had a strong engineering background and some production experience. He was weak in cost accounting, sales, advertising and industrial relations. The assistant plant manager had risen from the production ranks and needed training in all other phases of management. The personnel director had majored in economics in college and had taken supplementary courses in personnel administration, but his work history was primarily in the field of personnel administration and in clerical work. Obviously he could be strengthened by courses in production, engineering, material procurement, and accounting. And so the story went; employee after employee. A visit to one of the leading universities in the city revealed that it had a management training program designed to meet this need for better trained executives. This program had been in existence for several years and was attended by the leading representatives of industry within the city. There were no formal requirements for entrance other than the ability of the individual to assimilate the knowledge offered. He was primarily graded on his contribution to the class. The individuals accepted were carefully screened since it was felt that to admit people of insufficient mental ability would probably interfere with others in the class. Permission was obtained from the dean for three of our top people to take this training and for other employees to take courses that might later qualify them for this general executive development training. The company agreed to pay most of the training costs for the first year.

#### HIRING FOR THE LONG PULL

The examination of training needs went further and we found that we were hiring primarily to meet present rather than future needs. For example; when a draftsman was needed in the engineering department a regular draftsman was employed, rather than some young engineering graduate who might later qualify as chief plant engineer or plant manager; or, for that matter, as vice-president in charge of engineer-



ing for the entire company. This weakness existed in every department, particularly sales. The first plant visited agreed to take junior executive trainees in each department and to give each of these employees training in every phase of his work. In this way we felt that within a few years we would have an adequate supply of young men who could qualify for executive vacancies. In this connection, we are careful not to hire too many college trainees. Many companies had unfortunate experiences during depression days as a result of the practice of filling every vacancy by a college graduate. Once the new program was underway in the plant an improvement in the general level of operations was immediately apparent. Whereas before they had been reluctant to take new ideas, to accept improvement or changes in company policies, or changes in operating methods or procedures, they now not only accepted them but demanded them. Not only were excellent results secured from the formal knowledge obtained in the classroom; but, better still, contacts with other companies and other methods of operation had the practical effect of convincing our people that our methods were not perfect.

This program has now been approved for general use throughout the company. The first step is the preparation of an organization chart showing the present occupant of each key position and his logical line of promotion. At the same time an analysis is made of each job and a job description prepared, together with a statement of the qualifications required of the individual holding the job. An examination is then made of each employee to determine his qualifications in relation to the job which he is then performing, as well as for the job for which he is in training. A recommendation is made to each employee as to his training needs in a counselling interview conducted by the plant manager, the assistant plant manager, and the plant personnel director, who form the plant education committee. Arrangements are then made with a local school or college for necessary courses. At the interview the employee is not told that he is being trained for any particular job, but one of the important features of the program is that, when a key job is to be filled, it must invariably be filled by the man previously designated and trained for this purpose, unless for good reasons an exception is approved by the central executive development committee.

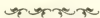
#### A SIMILAR PROGRAM FOR JUNIOR EXECUTIVES

Supplementing this program for senior executives, is a program for the employment and training of junior executives; that is, the placement of a number of college graduates, carefully selected, in training jobs and in specific openings. For example; the central sales department agreed on a training program for future salesmen. The first step of this program involves one year's experience in every phase of plant operations including procurement, costs, personnel, engineering, and production. The employee then goes into the sales department as a trainee. Before college graduates are employed for this purpose a survey is made of our young employees to determine



if any of them are qualified for the work. In a few instances, present employees have been selected, which has had a good effect on morale. Today, after one year of operation, we find leading schools and colleges in all of the cities in which Rheem operates anxious to cooperate with this program. In many instances they have designed special courses for Rheem's benefit and often other companies in our communities have cooperated with us in this training program. The excellent results in the first plant have been largely duplicated in the other plants and we have a younger, more aggressive group of men not only capable of performing their present duties, but anxious for the tasks ahead.

The program is neither complete nor perfect and we plan to supplement it by job rotation and in other ways. However, we know that it is a sound move in the direction of strengthening our executive staff.



## About the Authors

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Leadership is what moves men to want to get things done. What is the nature of this magic quality that some people possess and others lack? Here is a thoughtful analysis by a successful management psychologist.

# What Makes Industrial Leaders Tick?

BY HERBERT MOORE, Stevenson & Kellogg,  
Toronto

NOT everyone realizes that in the industrial world each organizational unit is primarily a social institution, and within each institution there are subdivisions which vary in cohesiveness and co-operative effort, depending on the feeling of unity that dominates the group. The greatest factor responsible for that unity is provided by the leader. In every group there is a regularly appointed or self-appointed leader. There are times when the foreman provides the leadership required by the group; in other cases it is provided by the Union representative or some outspoken employee. In the former case the group works together in the interest of the company; in the latter case the quality of the work is affected by the whims and prejudices of the self-styled leader. The differences between adequate and inadequate leadership may be observed in a few nearly invariable signs; they are:

1. Increased labor turnover.
2. More frequent absenteeism.
3. Increased formal and informal grievances.
4. Irregular quantity and quality of production.

When so much depends upon leadership in industry today it might be well to ask—What are the qualities that characterize men who stimulate confidence and respect and in what ways can these qualities be estimated? More has been written on that topic than on any other confronting industry. Much of it is gathered from armchair soliloquizing or from undue admiration for world famous leaders. The men who lead small groups in industry are commonplace in comparison with these. They are not national heroes or reformers, and yet they possess some qualities which inspire loyalty and co-operation. Some indication of what is needed can be gained from a recently published study by E. K. Strong. Three years ago he set out to find the answer to the question—What is it that makes industrial leaders click? One way to get this answer might be interview a number of successful leaders and get them

to review and interpret their own growth. He did this with 150 American industrialists, spending two days with each man and following a standard interview outline. For his subjects he chose 50 men whose salaries averaged \$80,000 per year, 50 with an average of \$35,000 and 50 with an average of \$4,000. The groupings were for the sake of discovering differences as well as common elements at these three levels. His findings were:

A. All agreed that to get anywhere a person had to show a capacity for independent thinking. This was expressed as necessary by 72% of the top group, 58% of the second and 46% of the third.

B. They had reached a level of educational achievement that showed high intellectual ability. About two thirds of them graduated in the top third of their class at whatever academic level they finished.

C. The majority in the two upper groups said that they were constantly trying to find ways to do their present jobs better. This was true of 72% of the top group and 62% of the second group.

D. They said they were constantly getting ready for a specific job ahead. This was characteristic of 80% of the top group and 62% of the bottom group. This does not mean that they were merely applying for and hoping for an opening at the highest level. It meant that they had selected a particular area of work, and prepared for it through training. It was true of them as it has been true in all ages—"you earn your living daytime; you earn your promotion night-time".

E. 75 to 80% of the top two groups agreed that hard work and persistence were their strong characteristics. Their time has never been regulated by a clock, and difficulties and obstacles were challenges.

F. Another characteristic of those who reach the top is a liking for their work. That expresses itself in a conviction of its importance and value, an enthusiasm about its methods, and a pride in its accomplishments.

G. Another characteristic that was true of 90% of the top group and 60% of the second group was an eagerness to assume responsibilities. They were not bound by the limitations that job descriptions put on their responsibilities. They did not resist carrying out assignments that were beyond the province of their job, and they did not bother about additional pay when they were asked to do something over and above what the job demanded.

H. They all agreed that the ability to handle people was an essential quality. The ability to adapt oneself to others is also a necessity for any man who is to work with others, but it is no great asset. A police dog will adapt himself to any situation. The quality that characterizes leaders is the ability to adapt situations to *their* needs and objectives. The leader molds the pattern of a situation; the follower adapts himself to the pattern that someone else has created.

Daniel Starch sums up executive promise in a formula. It is this:

Executive Ability = Drive + Intellect + the capacity to assume responsibility + the ability to handle people.

Counseling of employees has been widely adopted in industry as a means of improving morale and bettering relations between workers and management. Here are some practical points gained from experience in industrial counseling.

# Industrial Counseling

BY HALSEY E. RAMSEN, Miami University,  
Oxford, Ohio

THE Hawthorne plant of the Western Electric Company in Chicago was the first company in industry to use an employee counseling program. Now large companies all over the country have realized the advantages and have adopted counseling programs. The results have usually been highly successful. What is the purpose of industrial employee counseling? The primary objective is to cut down turnover and to increase production as a result of helping employees with their work problems and personal problems. This will also improve the morale of the plant. A secondary objective is to help supervisors with their employee problems.

## DECENTRALIZATION OF THE PERSONNEL DEPARTMENT

Some organizations are so large that it is advisable to have representatives of the personnel department stationed throughout the plant in order to bring to employees that personal contact which is apt to be overlooked in a large organization. In a small organization employees are known by name. Their personal problems and habits are usually known by the manager. This leads to understanding and co-operation. It leads further: each employee is recognized as an individual with his own individuality and problems. In an attempt to bring to the large organization the benefits of the small organization counselors are sometimes placed in strategic locations in the plants. An employee counselor is an employee, working in a non-supervisory non-authoritative capacity. He makes himself available to all employees who for any reason desire information, instructions, or help with personal problems.

## QUALIFICATIONS OF A COUNSELOR

1. Teaching experience is helpful. Four out of ten successful counselors in one large plant have had teaching experience.
2. Plant or factory experience is very desirable.

3. Selling experience especially with intangibles is good.

4. Good education is important, preferably a college degree. A major in industrial management is as acceptable as any other. It is ideal to have one counselor in each department or one in each section of a plant. A good location is near the outside entrance to the parking lot. Another is near an entrance to the production floor.

A counselor should be sympathetic to the employees' problems. He should be a student of human nature, exceptionally loyal to his company, and have enough selling ability to be able to sell his ideas to foremen and employees. The counselor should make a good impression quickly. As an example of this; an employee after talking with a counselor goes back to his job and tells his fellow workmen; "That's a nice place to go", or "Don't go over there, it's like having cold water thrown on you." The counselor should be truthful even if it hurts at the time. That is, make no false promises about another job so that the employee might say to himself, "You lied to me." It is well for the counselor to have above average intelligence. He must think ahead of and beyond the problem presented. For example when an employee reports "I do not like my job," it may be that he is having family trouble at home.

#### DUTIES OF A COUNSELOR

In a well-known industrial organization of 20,000 employees the following counseling program is carried on:

1. *Transfers* originate with the employee or foreman or by the counselors suggestion. When an employee talks to his counselor and requests a transfer the counselor asks him, "Have you talked to your foreman?" Generally the answer is, "No." The counselor then suggests, "Go back to your foreman and talk over your problem with him. If your foreman approves your request for a transfer bring back your foreman's written approval." Meanwhile the counselor has consulted his copy of the labor requisition sheet to ascertain what jobs are open. At the same time consideration is given to the employee's seniority, his rate of pay and grade. Before a transfer is made the foreman must sign a slip authorizing the transfer. The foreman also writes his appraisal of the employee in regard to safety, cooperation and production. If a job within the employee's capabilities is open the counselor arranges "through channels" to have him transferred. A copy of *Record of Employee Contact* used by the counselor is illustrated in Figure 1. The original is sent to the foreman and the duplicate retained by the counselor until the end of the month when all copies are sent to the permanent file in the personnel records department.

2. *Exit or Separation Interview.* Here the main point is to find out the real reason for an employee leaving the organization. Fifty per cent of the reasons given by employees are not the true ones. Among 4300 exit interviews in which the questions, "Do you like your foreman," "Do you know your foreman?" were asked, it

was discovered that 5% of the employees leaving did not know their foreman's name. This situation was immediately rectified in the induction program by having the counselors personally introduce each new employee to his foreman. If a coun-

FIG. 1

## RECORD OF EMPLOYEE CONTACT

|                        |                        |                |
|------------------------|------------------------|----------------|
| Name of Employee ..... | Check No. ....         | Date .....     |
| PRESENT JOB .....      | FOREMAN PRESENT? ..... |                |
| SHIFT .....            | VETERAN .....          |                |
| RATE .....             | SENIORITY DATE .....   |                |
| RELATIVE TO:           |                        |                |
| Transfer ( )           | Shift ( )              | Layoff ( )     |
| Downgrade ( )          | Quit ( )               | Seniority ( )  |
| Rate ( )               | Foreman ( )            | Reprimand ( )  |
| Discharge ( )          | Plant ( )              | Transport. ( ) |
|                        |                        | Misc. ( )      |

## REMARKS OR OFFERS OF TRANSFERS:

## RESULT OF INTERVIEW

## INFORMATION TO FOREMAN..

Employee ....., has been offered available work in order to protect his/her seniority.

( ) He/she refused available work and voluntarily quit.

(Suggested wording of payoff)

( ) Accepted transfer to .....

|                                  |            |             |             |
|----------------------------------|------------|-------------|-------------|
| Dept. ....                       | Rate ..... | Shift ..... | Plant ..... |
| Effective Date of Transfer ..... |            |             |             |
| New Check No. ....               |            |             |             |

Interviewed by ..... Counselor ..... Time .....

AM  
PM

selor can talk to an employee soon enough a third of the quits can be persuaded to remain. On the average only two thirds of quitting employees announce their intention of leaving and go through an exit interview. Many stay out of the plant

FIG. 2

## SEPARATION INTERVIEW

|                                      |                       |                         |
|--------------------------------------|-----------------------|-------------------------|
| NAME .....                           | CHECK NO. ....        | DATE OF INTERVIEW ..... |
| JOB .....                            | RATE .....            | SENIORITY DATE .....    |
| EMPLOYEE'S REASON FOR LEAVING: ..... |                       |                         |
|                                      |                       |                         |
| O.K.T.C. ....                        | LAST DAY WORKED ..... | REC'D FINAL PAY .....   |
| MAIL CHECK TO: .....                 |                       |                         |
| (Number and Street) .....            |                       | (Zone) .....            |
| COUSELOR .....                       |                       | (City & State) .....    |
| EMPLOYEE'S SIGNATURE .....           |                       |                         |

over the absence time limit without an excuse and are dropped automatically. Thus they do not go through the exit interview. A separation interview blank is illustrated in Fig. 2. The original goes to the employee's supervisor and the duplicate

is retained in the counselor's file until the end of the month when all the forms are filed in the personnel records department. Also illustrated in Fig. 3 is a separation analysis form which is also filed in the personnel records department.

FIG. 3

## SEPARATION ANALYSIS

| NAME.....                | CHECK NO..... |   |   | SENIORITY.....  |
|--------------------------|---------------|---|---|---|
|                          | G             | F | P |   |
| Quality of Work          |               |   |   | WOULD REHIRE<br>YES <input type="checkbox"/><br>NO <input type="checkbox"/> |
| Quantity of Work         |               |   |   |   |
| Ability to do other work |               |   |   |   |
| Attendance               |               |   |   |   |
| Cooperation with others  |               |   |   |   |
| Safety Habits            |               |   |   |   |
| Personal Habits          |               |   |   |   |

REASON FOR SEPARATION: .....

DOES EMPLOYEE HAVE ANOTHER JOB..... WHAT CO. AND WHERE.....  
 WORKING CONDITIONS HERE SATISFACTORY: YES NO IF NOT WHY?.....  
 DID EMPLOYEE FEEL HE WAS PROPERLY TRAINED AND HANDLED ON JOB?.....  
 WHO WAS FOREMAN..... HOW DID EMPLOYEE GET ALONG WITH HIM.....  
 DID HE LIKE DEPARTMENT AND FELLOW EMPLOYEES.....  
 WERE HOURS OF WORK SATISFACTORY.....  
 EMPLOYEE THOUGHT.....  
 RATE OF PAY: G F P OPPORTUNITY FOR ADVANCEMENT: G F P  
 CAN WE OFFER OTHER WORK:..... WHAT TYPE:.....  
 REMARKS: .....

|   |                 |                  |                     |
|---|-----------------|------------------|---------------------|
| Rate                                    | Housing         | Overstayed Lv.   | Absent 5 days       |
| Shift                                   | Leaving Town    | Deceased         | Refused Job Ass.    |
| Supervision                             | Transportation  | Private Bus.     | Disch.              |
| Dissatisfied                            | Go to School    | Other Employment | Exit Int. Yes No    |
| Personal                                | Health          | Retired          | Same as P.O. Yes No |
| Last day Worked                         | Date of Pay Off | Lost Days..      |                     |
| Date of P.O. Rec. in Employee Relations |                 | Lost Days..      |                     |

COUNSELORS ANALYSIS BY .....

3. *Induction* Counselors conduct the induction program for new employees. One half to three quarters of an hour is devoted to the new employee on the first day he reports for duty. In the induction talk safety is stressed for fifteen to twenty minutes including a showing of safety glasses, gloves, shoes and other articles. At the conclusion of the program the counselor conducts the worker to his foreman. Here the new worker sees his foreman for the first time.

4. *Follow-Ups on Special Cases.* In one year one company had 1780 special follow-up interviews. Some of the reasons for these follow-ups were that the work history as given on application blanks did not give full details, inconsistencies appeared on the blank, and to see if handicapped workers were correctly and happily placed.

5. *Savings Bonds.* In one year 4200 contacts were made by a large company relative to bond deductions, such as decreasing the amount of salary deductions or find-

ing out reasons for discontinuing regular bond deductions. In this way in one year participation in purchase of savings bonds was increased 300%.

6. *Hospital Care and Insurance.* In many cases a change of beneficiary is necessary, so counselors contact workers concerned.

7. *Contacting the Family of Deceased Employee.* This task of calling and offering to help the family has proven invaluable in employee and public relations.

8. *Withholding Tax.* Many changes are often necessary due to changes in family status. In 1947 there were 9500 changes in income tax withholdings made by the counselors in one large organization.

9. *Delivery of Unclaimed Checks.* When a check has not been cashed 45 days after date of issue the auditor's office in one large organization asks why the employee has not cashed his pay check. In one such case the counselor's office sent a note to an employee. The employee came into the counselor's office in an angry mood because she had received such a note. In the discussion that followed it was discovered that the employee had a \$35.00 check due her. She was still provoked for being asked why she had not cashed her check. In this same organization in one year six hundred checks went into the unclaimed fund. The counselors reduced this number the next year to less than sixty. For the first eight months of 1948 only eleven checks have been undelivered.

10. *Special Cases.* When the general manager or a local clergyman sends a special man for employment, counselors follow up the progress the man is making, or finds out why he is no longer with the organization. When a worker applies for a skilled job and there is no such job open and the worker accepts an unskilled job the counselor follows up the worker to learn if he is happy or unhappy. If discontented, the counselor suggests that he leave the organization if no skilled job is open. Counselors help by asking the foreman if there is anyone in his department to whom the counselor should talk. In one instance a foreman gave the counselor an employee's name and said, "See if he is crazy." The counselor had the employee report to the plant physician for examination. The doctor reported that the individual was neurotic, of low mentality but not crazy. Some employees think the organization is not doing enough for them. In one case an employee reported for work only two or three days each week. Previously, a bolt had fallen off a crane and scratched the worker on the head. The counselor consulted the foreman and arranged to transfer the man from one job to another in the tool department on similar work. Immediately the worker reported regularly for work and stopped complaining about the company. It seems that the first foreman was so busy that he made the worker nervous while the second foreman was easy-going. His manner calmed the employee's nervousness.

The employee counseling program to be successful should embody the following points:

1. The careful selection, training and direction of counselors by management.
2. A sincere interest in the program by both employees and their supervisors.
3. The accessibility of counselors to employees.



# Editorial Comments

## Conference or Junket?

THE junketing season is on again for industrial relations men. The calendar is jam-packed with local, state and national conferences for the faithful to attend. What purpose do all of these quick capsule two- and three-day get-togethers serve? Some of the pre-conference come-ons would lead the casual reader to believe that these overnight excursions serve to acquaint one with all the latest thinking in industrial relations. Through sharing ideas and experiences one is supposed to come back intellectually rejuvenated and stimulated. But the mere fact that sizable numbers of men attend the organization's conferences is no assurance that the meetings are achieving any worthwhile objectives. Some of these conference organizations should do some thoughtful analysis of their membership and of the people who attend their meetings. Somewhere along the line it is time for them to stop and ponder the objective of such conferences, and whether the objective is being reached.

Recently I listened to a discussion of seniority attended by over a thousand personnel people. Their positions ranged from that of vice-president in charge of industrial relations of a huge corporation with a staff of hundreds of personnel men, to personnel men with no staffs whatsoever in small plants with less than one hundred employees. Not only did they come from plants varying in size, but also from a multitude of industries, dealing with hundreds of different unions, in scattered communities. Addressing the group was a well-qualified industrial relations director from a large automotive parts manufacturing concern. The speaker told of his company's handling of the problem of seniority; a plan which had worked well between his company and the particular union in its Detroit plant. Without a doubt his talk was informative and instructive to companies, especially large ones, who dealt with the UAW-CIO. But it is doubtful if over a dozen men in the entire audience were associated with large companies dealing with this union. As interesting as was his discussion, it is doubtful if it had much value to the men who dealt with craft unions, with such industrial unions as the Amalgamated Clothing Workers, or in such industries as ship-building. These men were faced with an endless variety of problems and combinations of problems far different than those posed by the situation confronting the speaker.

There are no specific rules or any set of pat formulas for successful dealings between management and union. But if these conferences are to be profitable, would it not be better to aim them at specific groupings of industrial relations people. For example, mean dealing with a specific union or in a specific industry, or from companies of about the same size. This would decrease the size of the audiences but would we believe, increase their effectiveness. It would permit of a greater exchange of opinion and experience between the speaker and his audience, more informality, and greater interest. The average personnel man is faced with specific problems in his own plant and is striving to find the answers. He is not interested so much in

broad generalizations as he is in his own peculiar problems. He is groping around for some practical know-how, and such conferences would be a step in the right direction. This is not to dismiss the fact that there is need for general knowledge. But there is also a need for area information. But by the strangest coincidence, local organizations in planning their conferences tend not to bring in area speakers but national name speakers who will lend prestige to their programs. The main aim of these local groups should be in treating of trends of their area or of a few specific industries. Instead, they play a poor second fiddle to the national conferences in diffusing generalizations.

It is time to plan these conferences for the men who attend them, and to give a break to the managements who are footing the bill.

Wade E. Shurtleff

## Democracy in Association Elections

THE elections held by members of most associations or clubs are merely for the purpose of ratifying the choice of the previous regime. Usually the outgoing president appoints a nominating committee whose candidates are elected without opposition. In a great many cases this merely amounts to a self-perpetuating group running the affairs of the association or club. In purely private clubs this is probably as good a way as any other of getting qualified and interested people to hold office. Very often however it results in an abuse of power by a handful of self-appointed leaders who keep themselves and their friends in power. If it is important to have a democratic election then there must be competition for office. The Industrial Relations Association of Philadelphia solved this problem by conducting a mail ballot for nominations for each elective office. Those with the highest numbers of votes are placed on the ballot and an effort is made to have more than one candidate for each office. The New York Times recently carried a story on the annual elections for the medical society for the County of New York. It reports that there was competition for the first time in the history of this association. Whereas only 285 votes were cast in the previous year from among 6,247 Doctors eligible to vote, this year there were more than 2000 ballots cast. The Times said "the annual elections of the Society have usually consisted of a simple affirmation of the choices made by the nominating committee. Not since 1939 has there been organized opposition to the regular slate. Only an occasional office has been contested." It must be conceded that much of the lack of interest in such elections is due to the absence of any real issues. In the case of the New York County Medical Society there was a very sharp issue between the advocates and opponents of a more liberal social view in medical practice as against maintenance of a present policy of the society to characterize the opposition as proponents of socialized medicine. Whatever the issues it certainly aroused interest in the election. Appointive Boards often suffer from a similar dis-

case; one which may be described as a form of intellectual hardening of the arteries. Many appointive boards and commissions have members who are appointed for indeterminate terms. There is a tendency often for members to hang on to their appointments long after their usefulness has ceased. An important non-profit research organization, which has an "Advisory Council for Personnel Administration," recently adopted a new plan under which each new member is appointed for a three year term. By this means one-third of the membership goes out of office each year and is replaced by new blood. Of course, a valuable member can be reappointed after a lapse of a year. The vigor of the committee has noticeably improved since this policy was adopted.

## Industrial Inbreeding

RECENTLY I was told by a member of the personnel department of a large industry that their labor turnover was running at the annual rate of 29 per-cent. My friend did not seem to feel that this was high and upon asking him why he remarked that it was about the same as their competitors in the same industry in that area. It turned out that he did not have data from all of their competitors but that is not the point. It did not seem to occur to him that their real competition for new help was not just their industry, but came from all employers in their hiring area. Furthermore, it could well be that internal conditions and practices in that company were common to the industry and were an important cause of labor turnover. Causes of labor turnover is a proper study for the research member of the staffs of all companies big enough to have this function. Only by careful measurement of all elements will it be possible to isolate the causes of labor turnover. However, these remarks are not directed particularly at high labor turnover. They are a warning against complacent acceptance of a condition because your competitors are suffering from the same disease. They are directed against the practice of judging yourself by your competitors, a practice which may be called "industrial inbreeding."

# Personnel Research

*Selection for Training: Tabulating Equipment Operators.* By E. K. Taylor and Claire Tegen. Personnel Section, AGO. *Personnel Psychology*, Autumn 1948, 1, 341-348.

This describes a test battery used in the selection of trainees to learn the operation of IBM tabulating equipment. The course of instruction involved the use of most of the different machines used in tabulating work. An advanced course concerned itself exclusively with wiring problems. Students were scored on a numerical grade and an alphabetical grade. The tests are described and correlations with the two criteria are given. The most efficient combination was two tests; one a thirty-minute 20-item test of arithmetic manipulation and verbal reasoning and the other a 50-item non-verbal reasoning test of geometric figures. Multiple correlations of between .52 and .65 were found in three different groups of students. Although the authors did not say so it is probable, according to the best industrial practice, that critical scores on tests could have been found that would have been simpler to determine and easier to handle in the employment situation than by using multiple correlations.

*Cutting Training Waste.* By William McGehee, Marshall Field & Company. *Personnel Psychology*, Autumn 1948, 1, 331-340.

This is a report of a study whose purpose was to reduce the training time for learners in an operation in the manufacture of rugs. The job was one involving the preparation of spools for the loom and is an operation which requires a relatively long training time. The study concerns 21 employees trained in this mill in the years 1946-47. All of them remained on the job at least 15 months and required from six to fourteen months to reach standard production. The author indulges in some involved statistics in the production of a formula for "predicted efficiency" by means of which it was found possible to differentiate between the nine fastest and the twelve slowest operators. A brief examination of a table showing average hourly production at the end of each of the first eight weeks of job training shows that critical scores could be set at the end of the second, third and fourth weeks that would have screened out all but three of the slower twelve operators. The study is suggestive of results that could be accomplished in many industrial situations with a proper analysis of results obtained at different periods. It does not appear why the author chose to develop the elaborate prediction formula rather than to use the simple method of finding critical scores by examination of the data.

*A Program of Human Engineering.* By Leonard C. Mead, Office of Naval Research. *Personnel Psychology*, Autumn 1948. 1, 303-318

This is a brief summary of the manner in which the field of so-called "human engineering" arose. A definition of the field is given thus: "Human engineering is that endeavor which seeks to match human beings with modern machines so that their combined output will be comfortable, safe and more efficient." Under this definition the field concerns itself solely with relating human capacities to the mech-

anized tasks which must be performed in a modern society. The studies included finding the most favorable environment for human performance, design and arrangement of equipment controls, most effective appearance of machine devices such as dials and indicators. There is great room in the design of industrial mechanisms for their better adaptation to the limitations of the physical and psychological capacities of human beings.

*Salaries of Personnel and Industrial Relations Executives: A Survey. The Management Review*, of American Management Association. Nov. 1948, 567-572.

Very little information is available on salaries of personnel positions in industry. Here is a survey covering eight companies of from 2600 to 22,000 employees, made by one of the group. It shows that the number of persons in the entire industrial relations department varies from 1.0% of the whole number of employees to 2.18%. Salaries of four principal positions in most of the companies range up to ceilings of \$9,000 to \$13,000. These four positions are Director of Labor Relations, Director of Employment, Director of Training, and Director of Research and Compensation. The top Industrial Relations Director job is not included in the survey.

*The Personnel Interview.* By Richard S. Uhrbrock, The Procter and Gamble Company. *Personnel Psychology*, Autumn 1948, 1, 273-302.

Interviewing is not one of the "lost arts": it is an art that most interviewers have never acquired. Almost everyone who has to form judgments of people recognizes the paramount importance of the interview for the purpose. Yet how seldom do we find interviewers who have been trained to interview? Who was it that quoted an old-time interviewer as saying, "Some days I hires only men with red hair; some days I hires only men with blue eyes; and some days I hires only every third man in the line." Have you ever met an interviewer who has a pet system? I remember one who told me that he placed his desk in such a position that the applicant had to walk in plain sight across a long room. He said he could judge the candidate by the way he carried himself. And Uhrbrock mentions the interviewer whose judgment rests on a single pet question. Uhrbrock writes about the interview from the vantage point of a professional psychologist with a long experience in industry. Very little has been written about the interview and nowhere is there much tangible help for one who seeks help in learning to interview effectively. Uhrbrock's paper not only gives some help but lists many titles on the subject. It is improbable that a really accurate and comprehensive evaluation of a person can be made by one who does not have extensive knowledge of the mechanism of the human mind and a considerable skill in the observation of people. Uhrbrock's report will, nevertheless, be helpful to all who interview.

*The Management Review.* Bi-monthly. Published for members of The American Management Association, 330 West 42nd St., New York 18, N. Y.

*Personnel Psychology.* Quarterly, \$6 a year, single copies \$2. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washington 9, D. C.

# The Editor Chats With His Readers

## "Personnel Administration"

"We have had some discussion in our staff on the meaning of the term 'Personnel Administration.' Can you give us some reading material that will clarify that term, similar to the discussion you ran in the JOURNAL—'Why Call It Industrial Relations?' So writes J. J. Ray, Director of Training of General Shoe Corporation of Nashville. Our best answer to that is to suggest a reading of 'An Objective Scrutiny of Personnel Administration,' which is the title of an address Tom Spates gave at an American Management Association meeting in February 1944. Incidentally, Tom's title at General Foods Corporation is 'Vice President, Personnel Administration,' which indicates that his employer believes, as Tom does, that Personnel Administration is a more suitable designation than Industrial Relations. Has anyone any further suggestions or references for Mr. Ray?

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## What Do Your Employees Know About Your Company?

Two companies in different lines of business have recently devised unusual plans for stimulating the interest of their employees in the affairs of the company. The General Aniline & Film Corporation, New York City, have a new quiz game called *Quinch*. The questions are based on company history, products, personalities and physical properties. *Quinch* was invented by Aniline's Director of Public Relations, Joseph Hyland, who decided that the popularity of quiz games should be helpful in interesting employees in their company. *Quinch* is a word made up of the words quiz and lunch. The quiz takes place every two weeks in the plant cafeterias. Employees are given question blanks as they come in and fill them out during the lunch period. The questions are based mainly on information which has appeared in company publications of various kinds. The high score wins free lunches for a week. The company magazine *The Rainbow* edited by Gregory F. Coleman, Assistant Director of Public Relations, is the principal medium used to promote *Quinch*. Questions and answers are published in the plant publications and *The Rainbow* carries a *Quinch* feature in each issue. A more complete description will be found in "Stet," the house magazine for house magazine editors, published monthly by the Champion Paper and Fiber Company, Hamilton, Ohio. The story appeared in the October 1948 issue.

L. Bamberger & Company in New York City is another company that has made use of the wide-spread interest in quizzes. They call it the *Whiz Quiz* and it is conducted entirely during the employee working hours. It begins with a series of six sessions in the store's ninth floor cafeteria. There is a Master of Ceremonies, Bill Slater whose shows appear over station WOR, New York. Following the introductory sessions all non-executive personnel take written quizzes in their departments twice a week for two weeks, with prizes to the winners. Arthur L. Manchec,

executive vice president and general manager, says that the program has been very successful in developing increased group and store spirit among the employees. He says "that the contest put across to workers more information about the store in a month than would ordinarily be acquired in a year."

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### Keeping Informed in Personnel Management

The Cleveland Personnel Association and the Cleveland Industrial Relations Association have surveyed the source materials and services used by 65 personnel managers in the Cleveland area, members of the two associations. John Geib, President of Cleveland Personnel Association reports that the principal sources of information used by the group show that—

- (1) There is the greatest interest in publications bearing on today's problems.
- (2) The group has little time for general or background reading.
- (3) Very few of these 65 men are familiar with the standard personnel textbooks and seldom read them except to deal with a special problem.

The survey shows the number of individuals who regularly read various periodicals such as *Personnel Journal*. Also it gives the commercial information services most used and the government information services. It shows the commercial organizations to which they belong—such as the two who sponsored this service—and the conferences regularly attended. Eleven of the 65 respondents say that they think that the book "Personnel Management" by Scott, Clothier, Mathewson and Spriegel, is the best one on general personnel management. The most frequently mentioned book on specialized phases of personnel management is *Industrial Psychology* by Dr. Joseph Tiffin, of Purdue University. The study was conceived and undertaken by Don Helmuth and Bill Donaldson of the Cleveland Chamber of Commerce.

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### "The Field Review Method"

The valuable series of six articles by Guy W. Wadsworth, Jr., of Southern Counties Gas Company of California, was completed in the December issue of *PERSONNEL JOURNAL*. The title of the series was very descriptive—"The Field Review Method of Employee Evaluation and Internal Placement." It has been reprinted as a 40-page manual and sells for 35 cents, with a discount of 10% for 10 copies and 20% for 25 copies or more. An interesting adaptation of the field review method has been announced recently by Gimbel's store of New York. The plan is administered by John J. McCarthy, Director of Central Training and Personnel for the Gimbel Brothers and Saks Company Stores, New York.



### News of the Colleges

Rutgers University, Rutgers, N. J., has recently announced the completion of the first year of activity of the Rutgers Institute of Management and Labor Relations. From its inception until July 1, 1948, 127 classes enrolling about 2000 men and women, and 38 forums attracting 4500 participants from labor and management have been conducted. The first publication is a research study on the effect of cooperation between management and union in lowering industrial accidents at the Forstmann Woolen Company. A 22 page bulletin has been issued by the University describing the courses in the Institute of Management and Labor Relations. The Institute not only conducts classes at the University but plans and conducts conferences with four union groups, industrial groups and many others located in the state of New Jersey.

Columbia University in the School of Business will resume its labor-management roundtable series which are part of their regular course for graduate students specializing in labor relations. Many leading labor figures appear before the roundtable conferences including Cyrus S. Ching, Director, Federal Mediation and Conciliation Service, and Theodore W. Kheel of the New York City Division of Labor Relations. The purpose of a round table series is to provide a forum to which students can participate as well as hear prominent men discuss the pros and cons of labor problems.

The Oklahoma Agricultural and Mechanical College at Stillwater is one of the most active colleges in the southwest area in holding conferences on personnel and general management. A letter from H. G. Thuesen, Head of the Department of Industrial Engineering at Oklahoma A & M, says that conferences during the winter include the following; Grievance Procedures and Contract Negotiations, November 29, 30 and December 1; Selection and Placement, January 10-14, 1949; Merit Rating, February 7-9, 1949; Job Evaluation, March 14-18, 1949; Work Methods Improvement, April 4-8, 1949; Statistical Procedures and Aids for Personnel Analysis, April 11-13, 1949; Job Design, May 2-4, 1949.

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### "Serving Our Employees"

"Serving Our Employees" is the title of an attractive 68-page illustrated booklet issued by the Personnel Department of New Departure, a division of General Motors Corporation. It is one of a series of booklets presenting the various staff departments of New Departure Division. An introduction says that "The purpose of this booklet is to state the objectives, to define the areas of activity, and to indicate the manner in which the various functions of personnel administration are carried on at the New Departure Division of General Motors." Next comes an introduction by Mr. C. E. Wilson, President of General Motors Corporation in which he makes six points.

1. Put the Right People in the Right Places
2. Train Everyone for the Job to be Done



3. Make the Organization a Coordinated Team
4. Supply the Right Tools and the Right Conditions
5. Give Security and Opportunity, Incentive, Recognition
6. Look Ahead, Plan Ahead—for More and Better Things

He concludes his brief introduction by saying "Following and developing these principles will help us to accomplish our objectives and enable General Motors to produce "More and Better Things for More People." A brief statement of personnel policy follows which, among other things, states that the Personnel Department directs its activities through three different channels: 1. Service to Employees, 2. Service to Supervision, 3. Service to Management. There are chapters on employment, medical, safety, personnel services, community relations, employee activities, plant protection, labor relations, training. One of the most interesting chapters is that on Employment which represents an advanced and enlightened policy and method. It is clear that New Departure employs many of the most advanced practices in selection and placement. For example, the following appears under the heading "Measurement", a part of the description of the employment procedure.

"In order to formulate decisions of selection and placement upon the basis of objective data and to remove the inconsistencies of subjective judgment as far as possible, the Employment Section makes a constant attempt to use and develop objective means of measurement. These means include the development of methods and forms for controlled and diagnostic interviews in selection, placement and separation, the use of the job application form and the application for transfer as an objective measure, and the development of standard job profiles as an aid for selection and placement. Commercially developed mental and aptitude tests are evaluated and restandardized so that, grouped with job samples and locally constructed measures, they can be built into diagnostic batteries. Such testing procedures are utilized on a selective basis, and their use is primarily controlled by the interviewer except in those cases where they have been found to be of consistent value connected with the prediction of success on certain types of jobs. They are always considered supplemental to, never in place of, the well-grounded experience of the trained interviewer."

The employment procedure chapter concludes with a short series of paragraphs describing the Company's practice in conduction research on various methods of selection placement and separation, including the vital work of standardizing and validating tests. Mr. Robert T. Collins is Personnel Director at New Departure. He is to be congratulated on the splendid book describing the work and services of the Personnel Department and on the modern procedures employed by the Department.

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### The Poor White Collar Worker

Wade Shurtleff, Director of Industrial Relations of Willys-Overland Co., Toledo, was a member of a panel at a recent meeting of the National Industrial Conference

Board on the subject, "Meeting the Problems of White Collar Unionization." He reminded the conference that one of the largest groups of over-worked, under-paid white collar workers in the country are the 110,000 people who work for the trade unions.

None of the union panel members replied, but afterwards one of the audience congratulated Shurtleff on the talk and said he felt that the point about the low pay and poor working conditions of white collar workers employed by unions should be made public. Wondering whether he was a Chamber of Commerce or NAM spokesman, he inquired as to his affiliation, and was pleasantly surprised to be informed that he was employed by a national union—and then went on to give an oration on how low his pay was, the long hours he worked, and the poor working conditions he worked under. "Why," he asked, "shouldn't us guys get the same good working conditions that we're getting for our members?"

Since then a survey of the situation was made which shows that only about 20,000 of the 110,000 employees of unions are unionized. For example, less than 25 of the more than 700 publications put out by labor are organized by the American Newspaper Guild. This looks like a potentially lucrative job: a membership potential of 90,000 members for anyone interested in organizing the unorganized employees of organized labor, says Shurtleff.

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### Study of a Strike

Opinion Research Corporation of Princeton, N. J. has made a detailed study of the Caterpillar Tractor strike early last year entitled "The Caterpillar Tractor Story." It describes the experience of Peoria, Illinois in a very severe strike by the 16,000 workers of the USEMWA. The study brings out some of the worst features of unionism—communism, violence and severe wage losses. It analyzes how the worker and the community retained their faith in unions under a battering of this kind. The question of whether communist leadership in unions can be dislodged and by what process is dealt with in detail and is given an affirmative answer. The chief finding of the survey is to renew the conclusion that the public, in overwhelming majority, believes in unions. And in spite of the high social cost of a strike such as the Caterpillar one, workers and community alike keep on saying "unions are a good thing for the country." However, the public wants responsible, law-abiding unions. The Caterpillar Company fared very well as compared with the Union, in the survey of the attitude of the public. This however, is a reflection of the radical leadership of the Union at that time. There was overwhelming approval of the non-communist affidavit requirement of the Taft-Hartley Law. The attitude toward the Law itself was on the whole favorable but not overwhelming.

## Across the Editor's Desk

THE National Board of Fire Underwriters has recently issued a very useful booklet under the title "Planning Effective Employee Handbooks." This is a well printed and well arranged 59-page booklet prepared by Norman C. Davis, Director of Employee Education in the Public Relations Department. While the booklet is addressed primarily to property insurance executives it is so well done that it has general application. A wealth of practical information is presented in readable form. Some of the headings include Planning the Booklet, Contents of Booklet, Writing Copy, The Use of Color, Illustrations and Statistics. Manuals were obtained from 237 companies including 87 general manufacturers, 60 life insurance companies, 18 banks and many others. The physical characteristics, type of printing and other details of the booklets are analyzed in this section. There is some helpful discussion on the purpose of employee manuals and useful suggestions as to ways of using them. The National Board of Fire Underwriters is at 85 John Street, New York 7, N. Y.

The monthly letter, "Quotes Ending," written by Robert D. Breth for the American Association of Industrial Editors, announces the issuance of a manual to guide editors who want to write on the topic of improving the public understanding of our economic system. The manual, "Industrial Editorship On Economic Understanding" can be secured by writing to Ken Wells at The Joint ANA-AAAA Committee, 420 Lexington Avenue, New York 17, N. Y.

Modern Management, the monthly magazine of the Society for the Advancement of Management, publishes in its November issue a report on "Management Education" which is a survey among business and educational leaders made by the SAM committee on relations with colleges and universities. This survey was initiated by Mr. H. B. Maynard former President of the Society and carried out to completion under the guidance of William McGrath, President. It was sponsored and entirely financed by the SAM. The purpose of the survey was three-fold. First, to try to find out how well present business management courses in colleges of business administration are meeting the needs of the students. Second, what are the opinions of the instructors in such colleges as to the adequacy of their present courses. Third, what do business and industrial companies suggest in the way of changes in such courses of instruction to meet present and future needs. The survey as reported in Modern Management was confined to the replies received from top business executives and college professors teaching the courses. A total of 954 such replies were received from business executives and 200 professors.

Part one showed courses believed essential for students about to enter business and part two deals with suggested courses for related work. A copy of the complete four page letter and questionnaire is reproduced. The editor of Modern Management is Don F. Copell and it is published from the headquarters of SAM at 84 William Street, New York 7, N. Y.

# Book Reviews

PRINCIPLES OF PERSONNEL TESTING. By C. H. Lawshe, Jr. New York: McGraw-Hill Company, 1948. Pp. 227. \$3.50.

Many companies now use personnel tests, and many more companies are interested in learning what tests will—and will not—do. Executives, however, are frequently unable to obtain the information they need and want. Discussions with other executives frequently abound with misconceptions because of absence of technical information, and discussions with psychologists are frequently not intelligible to the executive because the psychologists are unable or unwilling to discuss testing in a manner which is intelligible to persons lacking a technical background in psychology. Dr. Lawshe's book, "Principles of Personnel Testing," should overcome much of this difficulty. As a university professor the author is thoroughly familiar with the theory of testing, and as an industrial and business consultant he is thoroughly familiar with the practical aspects of testing. He has emphasized procedures and results rather than theory. The result is a highly readable book which will be valuable to executives who do not wish to obtain a detailed background in testing but who do wish to be generally familiar with some of the basic principles and procedures of testing.

The book also has considerable value for companies who employ test technicians. Frequently the job training of such technicians is made difficult because their superior lacks understanding of test principles. Test technicians may thus be "left on their own" to the ultimate disadvantage of the company. At other times, incompetent test technicians (including charlatans) are employed, but their incompetence remains concealed because their superiors have no way to check the adequacy of their work.

The first four chapters concern basic test procedures. The opening chapter serves as an introduction to how persons differ and how personnel tests can contribute to improved employee selection by increasing the number of successful employees and decreasing the number of failures. This is followed by a chapter on procedures for choosing personnel tests which contains two methods for validating tests (present employee method and follow-up method) together with the steps in each. This is followed by two important chapters which discuss ways of measuring job success, and methods for analyzing and interpreting the relationship between test scores and job success. The last two chapters of the book also relate to procedural problems, including a discussion of methods of constructing tailor-made tests and of inaugurating and operating a testing program. An appendix gives some of the fundamentals of test administration.

The remainder of the book (approximately the middle half) is devoted to a discussion of tests and the results which have been obtained from their use. Four chapters cover this subject from the viewpoint of type of test including mental ability, temperament and personality, interest, and visual skill tests. Information is given on specific tests as well as on types of tests. Specific jobs are considered

under classifications of tests for mechanical and manual workers, clerical and office employees, salesmen and retail-store employees, and supervisory, professional and executive personnel. An appendix adds the names and addresses from which the tests mentioned can be obtained.

The book is not without fault. A statistical table for determining the probability that test differences of two groups are due to chance contains incorrect probabilities. Some of the curves and graphs used as illustrations give the impression that the tests are more effective than may actually be the case. Omission of discussion of test reliability will be accepted by many technically trained persons, but it is to be regretted that criterion reliability was also omitted. Some psychologists will object to Lawshe's emphasis on tests developed by Purdue workers, but this reviewer believes such emphasis justified by his greater familiarity with such tests and access to previously unpublished data on those tests.

These faults detract from the book, but should not deter anyone from obtaining and reading it. The faults are minor as compared with its the advantages. In the opinion of the reviewer, this book is a "must" for any executive who has supervision over a test technician, who is considering using tests, or who wishes to discuss testing in an intelligent way. The book should also be required reading for all personnel department employees whose company uses any tests. Psychologists who have an adequate theoretical background in testing but lack the ability to discuss the subject adequately with laymen can also profit considerably from reading the book.

Clifford E. Jurgensen  
Minneapolis Gas Company  
Minneapolis, Minnesota

AMERICAN ARBITRATION. By Frances Keller New York: Harper and Brothers, 1948. 262 p. \$3.00.

"Long before law was established, or courts were organized, or judges had formulated principles of law, men had resorted to arbitration for the resolving of discord, the adjustment of differences, and the settlement of disputes." This statement from chapter one of the book *American Arbitration* infers the historical significance of arbitration. The volume is an important contribution to its history and science. Personnel directors and others interested in labor relations will find the book good background reading and in it basic knowledge for an understanding of a system for solving all kinds of human relations problems.

The historical pattern of arbitration is carefully outlined and is followed by a discription of the changing pattern beginning in 1920 which the author calls the new era in American arbitration. This era was characterized by the modernizing of arbitration law, a systematic planning, an organization of machinery, the cultivation of a spirit of arbitration, and the construction of foundations of knowledge. Succeeding chapters tell of the formation of the American Arbitration Association, the American idea of organized arbitration, the problem of financing, the adventures

in research and education, and the emergence of systematic arbitration procedures. The chapter which shows the possibilities of developing a uniform method of studying the different types of controversy and the different forms of contract in order to reduce conflict in human relations is particularly enlightening.

Part two of the book has chapters on the general practice of arbitration, civil and commercial arbitration, labor arbitration and practice under the motion picture consent decree, a court decree to which the United States and five major motion picture distributing companies were parties. Under the decree the inducing of voluntary settlements has kept down the number of arbitrations and, as in other industries, the presence of facilities and services and the will to arbitrate have actually resulted in a low rate of arbitration instead of the thousands that were expected.

Special practice in accident claims tribunals, the creation of national panels of arbitrators, and the value of an arbitration clause as an instrument of civilization are other topics discussed in part two of the book.

Part three is devoted to a discussion of the organization of international commercial arbitration which is summarized in a visionary chapter on universal arbitration listing twelve implications for its realization.

The fourth part of the volume records the significant advances in commercial and industrial arbitration during the last 20 years. There is a chronology of events and a very complete listing of the builders of American arbitration. An appendix or annex, as it is called, gives the text of the commercial arbitration rules of the American Arbitration Association. They are presented as expressing the Western Hemisphere's commercial arbitration policy and practice. The annex also has a good sampling of arbitration clauses and a code of ethics for arbitrators.

This reviewer was impressed with the completeness of the book, the fine organization of the material, and the encouraging implications for the solution of many human relations problems through the more extensive practice of arbitration.

Lawrence G. Lindahl

The Todd Company, Inc.

**SURVEY OF LABOR ECONOMICS.** By Florence Peterson. Harper & Brothers, New York, 1947. 843 pages. \$4.00.

This book covers in a general way the subject matter usually found in textbooks on labor problems. It is divided into four major parts. Part I, Employment and Unemployment, covers such topics as theories of population, the theories of unemployment, and the methods of unemployment relief. Consideration is given to the various types of employment and the conditions found in the several classes of industries. Employment, living conditions, and the characteristics of employment in these classifications are developed to show the complexity of the labor problem.

One chapter discusses the importance of labor productivity to labor and to the general welfare, technological improvements being considered both as social asset:

and as causes of unemployment. To me the term "labor productivity" stands out as a more or less misleading term, since the increased production that has characterized our industrial progress could quite as well be termed engineering productivity, capital productivity, or managerial productivity.

Part II consists of approximately 250 pages dealing with the subject of wages and hours. Beginning with a discussion of wage theories and of the nature of wages from the viewpoints of the wage earner and of the employer, this section describes in succeeding chapters the approaches of organized labor and management to practical wage systems and other financial supplements, and discusses the nature of government regulation of hours and wages.

Part III, Labor Unions and Labor-Management Relations, traces the growth of the American labor movement, bringing the story to the immediate post-war years. Little is said of labor practices that restrict production; of political-labor leadership that may be almost anti-social; of management-labor collusion; of the need of social-mindedness in labor leadership as well as in managerial leadership. It would have been helpful to students of labor economics to have had a more detailed presentation of the labor-management committees that were promoted during the war period with an analysis of their successes and failures. More could have been included in the discussion of negotiation and collective bargaining.

Part IV, Social Security, covers the usual topics of old age insurance, workmen's compensation, unemployment and health and disability insurance. This is the shortest section of the book, consisting of 122 pages. It seems hardly adequate in the light of some of our current problems and the proposals that will be presented to Congress in the next session.

This book serves as a good introduction to the study of labor organization and labor activities. It is well written. The treatment is balanced, and the materials have been brought up to date. Unfortunately the pros and cons of the Taft-Hartley Law and the events leading to its passage are not covered. It is fair to say too, that the book is mainly "organized labor" economics. Since approximately only 14 million of a total working force of approximately 60 million are in this group, much remains to be written about today's unorganized labor economics.

Forrest H. Kirkpatrick  
Bethany College, W. Va.



## SITUATIONS WANTED

**PLANT PERSONNEL AND INDUSTRIAL RELATIONS ASSISTANT.** Chemical Engineer graduate, Yale Univ.; Industrial Relations and Personnel Administration, Columbia Univ.; 7 years of progressive responsibility; Veteran. Box 17, Pers. Jour.

**PERSONNEL ASSISTANT**—graduating Feb. '49 from college with majors in personnel and business admin. Interested in firm with progressive personnel dept. Age 24, single, 2 years office exper. Veteran. Box 39, Pers. Jour.

**INDUSTRIAL RELATIONS DIRECTOR.** In last eight years have had charge of labor relations and administration of the Personnel Department in two multi-plant companies. Had complete negotiating responsibility with U.E.-C.I.O., U.O.P.W.A., I.A.M., I.B.E.W. and other unions. Industrial engineering and shop supervisory background. Box 38, Pers. Jour.

**PERSONNEL OFFICER** in medium-sized manufacturing plant desires position in line with experience. Have been Navy officer, teacher and coach. Present duties involve occasional employment interviewing, induction, training, testing, meeting employees' committees, reviewing grievances, plus aiding in formulation and execution of personnel policies. Have weathered union election successfully. Box 40, Pers. Jour.

**INDUSTRIAL RELATIONS POSITION.** January graduate of Syracuse Univ.; BS in Personnel and Industrial Relations; over six years personnel and accounting background with major organizations. Now participating in job evaluation program part time. Free to travel to any part of country. Veteran age 28. Box 41, Pers. Jour.

**PERSONNEL and or TRAINING DIRECTOR.** More than eleven years as personnel-training director in electrical power construction, maintenance and operation; textile; iron and steel foundry industries. Prior service as teacher and craftsman in educational, automotive, manufacturing and shipbuilding establishments. Proven capabilities for promoting and administering all functions of employment, craft apprentice-supervisory training, employee labor-management relations, safety & health, classification & rates, contract negotiating matters. College Training. Any location. Box 43, Pers. Jour.

**PERSONNEL ADMINISTRATION,** graduating from Midwest university Feb. '49, major in psychology minor in business. Veteran, age 29, married, pleasing personality and appearance. Will work anywhere. Box 44, Pers. Jour.

## HELP WANTED

**TRAINING SPECIALIST.** Permanent job under Director of Personnel and Training to assume major responsibility for professional training for well-established national health agency. Health experience not essential. Under 40 years. Free to travel. \$5000 with increase to over \$6000. Send experienced resume. Box 42, Pers. Jour.

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# PERSONNEL Journal

*The Magazine of*

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

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# Conference Calendar

## FEBRUARY

- 14-16 Chicago. Palmer House.  
*American Management Association.* Annual Personnel Conference. James O. Rice, AMA, 330 W. 42nd St., New York 18.

## MARCH

- 3-5 Cleveland. Hotel Carter.  
*American Society of Training Directors.* Fifth Annual Conference. F. S. Laffer, Care Cleveland Graphite Bronze Co., 17000 St. Clair Ave., Cleveland.
- 24 New York. Waldorf-Astoria.  
*National Industrial Conference Board.* Regular meeting. S. Avery Raube, 247 Park Ave., New York 17.
- 24-25 Minneapolis, Minn.  
*University of Minnesota and S. A. M., Twin City Chapter.* Seventh Annual Industrial Relations Conference.
- 29-1 New York. Hotel Pennsylvania.  
*Safety Engineers.* Annual Convention. Paul F. Stricker, Greater N. Y. Safety Council, 60. E. 42nd St., New York 17.

## APRIL

- 2-8 Detroit. Hotels Statler and Book-Cadillac.  
*Amer. Asso. Industrial Physicians & Surgeons* and Industrial Health Conference; Amer. Conf. Gov'tal Indus. Hygienists, Amer. Indus. Hyg. Asso., Amer. Asso. Indus. Dentists, Amer. Asso. of Indus. Nurses, Dr. E. C. Holmblad, 28 E. Jackson Blvd., Chicago 4.
- 14-15 New York. Hotel Pennsylvania.  
*American Management Association.* Production Conference. James O. Rice, A. M. A., 330 W. 42nd St., New York 18.
- 19-20 Berkeley, California. Claremont Hotel.  
*California Personnel Management Association.* 21st Pacific Coast Management Conference. A. B. Tichenor, 442 Flood Bldg., San Francisco 2.
- 21-22 New York. Hotel Pennsylvania.  
*S. A. M. and A. S. M. E.* Fourth Annual Time Study & Methods Conference. S. A. M., 84 William St., New York 7.

The Lamp Department has operated as a largely autonomous unit of General Electric Company for over a quarter-century. Its management policies provide unusual freedom of action for managerial personnel. The implication of this freedom is the subject of this message to all Lamp Department foremen, given at the summer conference held at "Camp Foreman", near Cleveland.

# The Foreman as a Part of Management

BY F. F. HARROFF, General Manager,  
Lamp Department, General Electric Company, Cleveland.

**A**RE foremen a part of management? This is a question to which much attention has been given in business, government, and union circles during the past few years. Literally, hundreds of thousands of words have been spoken and written on this subject. Speeches have been made, hearings have been held, surveys have been conducted, reports have been prepared—all designed to answer this question. Some of this material has been factual, realistic, and helpful. But, much of this outpouring of words has been evasive rather than straightforward; controversial rather than informative; and theoretical rather than practical. You will note that my title is an affirmative statement, not a question. In my opinion, foremen are just as much a part of the management team as anyone here, including the Vice President. This is a simple fact. Words will not change it. You foremen wear the management label whether you like it or not. Who is management? Management consists of people. These people individually do some or all of these things:

1. They do the thinking and planning.
2. They set the goals and objectives.
3. They develop and establish the policies.
4. They work out and execute the plans.
5. They teach others how to do their jobs.
6. They direct the efforts of others.
7. They check the results of others.

In a nutshell, it is management's job to run things, to get things done, to keep things going.

## MANAGEMENT IS A TEAM

Every position on the management team is important. Naturally, some positions are more important than others. That is only because the men qualified to hold them are harder to find, more difficult to replace. All positions on the team, regardless of their relative importance, are essential. Even the Cleveland Brown's football team couldn't win a game with only nine or ten men on the field. These people on the management team do not differ fundamentally. They do about the same routine things every day. They all have to get up in the morning, go to work, spend about the same number of hours at work, go home, and go to bed. They are influenced by about the same desires and aspirations. They want a good home for their wives and children. They want to send their children to school and to college. They want to have proper and adequate recreation for themselves and their families. They want to be able to afford a decent living when they retire. Yes, some of the positions on the management team are "tougher" to obtain and to hold. They require more training and experience, they demand more thinking—the hardest kind of work in the world, they take more mental and physical energy. But, these positions are open to anyone who is willing to pay the price to qualify for them. They are not filled by super-men. The man who obtains one of them is usually no smarter; he just works harder, longer. He is just an ordinary fellow. Edison once said "Genius is 99% perspiration and 1% inspiration." From Edison's record, we know that he was referring to the perspiration that comes from work, not play. Just as work is the price of genius, so too is it the price of promotion on the management team.

Apropos of the idea that the "tough" positions are not filled by super-men, I like the comment that a football coach is reported to have made to some of his players. The coach had come into the locker room while they were discussing the strength of an opposing team, which had beaten their team two years in succession. Jones was an All-American quarterback. Brown was the best blocking back in the Conference, White the best open field runner, Black the best punter, etc. The coach listened a few minutes, and then protested vehemently, "So what! They put on their pants one leg at a time, don't they?" Yes, we all "put on our pants one leg at a time" regardless of what positions we hold.

## WHAT DO WE WANT IN OUR JOBS?

What do we, as members of the management team, want in our jobs? As I see it, here are some of the things all of us want, regardless of what positions on the team we may individually hold.

1. We want an opportunity to use our individual vision, initiative, and ability to the maximum of our capacity. The vision to see the things to do, the initiative to do something about them, and the ability to find the right

answers and to put these answers into effect; these are the hallmarks of achievement.

2. We want to be given responsibility for something and the authority necessary to carry it out.
3. We want the freedom to do a job assigned to us without interference and we are willing to be judged by the results that we are able to obtain.
4. We want the freedom to initiate and try out our own ideas and we are willing to take the risk of making mistakes and even of failure.
5. We want to know about the company and the department in which we work; its ideals and objectives, its policies and practices, its operations, its problems, and its results.
6. We want to know the reasons for things; the boss's decisions, changes in policies, new plans and programs, changes in organization.
7. We want the privilege of being heard; the freedom to make suggestions and to express our opinions on any subject freely and frankly.
8. We want the freedom to deal with the people coming under our supervision in a way that will contribute something to their progress and happiness in their work.
9. We want to have a job in which we can have an absorbing and satisfying interest; not one that we can do easily in eight hours a day and then forget.
10. We want to be paid for achievement; not merely for effort or for hours worked.
11. We want security; the kind that comes from the opportunity to use our own individual vision, initiative, and ability; not the kind offered by the government or a labor union.
12. We want to have the pride and satisfaction of having a responsible job, which is limited only by our own capacity and our willingness to use that capacity.

No doubt, we would not all express our wants in exactly the same way. But, basically, I think we are all seeking about the same things in our jobs. Some of them are merely an expression of the very human desire to get ahead, to stand out among our fellows. Others are an expression of our desire to find some spiritual satisfaction in our jobs that help to make life worth while.

### SATISFYING OUR WANTS

In my own personal experience with the company I have found that these wants have been satisfied in large measure—not perfectly of course. I have had a few disappointments and dissatisfactions over the years, as, I am sure, most of us have had. But, on the whole, I am confident that I have enjoyed greater satisfaction and happiness in the Lamp Department than I could have found in any other department of the company or, in fact, in any other company with which I am familiar. Shortly after

I started with the company I began to sense that the organization was different. There were no bosses in the usual sense. There was a friendly spirit of helpfulness and cooperation. There was encouragement and even a challenge to do things. After spending some time in manufacturing I got a job in the Sales Department. I shall never forget two things that the manager said to me on my first day. The first one was, "You are not working *for* Mr. X (whose work I had been hired to take over); as a matter of fact, you are not working for me, we are all working together for the company." The second one was, "There are many things coming into this office that are confidential. There is nothing that is a secret so far as you are concerned. The things that are confidential we expect you to keep that way." Remember that this was my first day; I had only seen and talked with him twice before. You can imagine I tried to do my best to merit the confidence in me that he expressed even though I knew he had little basis for it.

I should like to tell you of other similar experiences that I had during my early years with the company but I shall have to forego doing this because of lack of time. Later, I came to understand that the difference in the organization that I had sensed, especially the difference in the attitudes, viewpoints, and actions of the managers and others with whom I came in contact, was due to the organization policies under which they operated. These policies are still in effect. I should like to discuss these policies with you because, as a result of them, I firmly believe that we can all find the job satisfactions we are seeking, provided we are willing to do our part.

#### ORGANIZATION POLICIES OF THE LAMP DEPARTMENT

You have undoubtedly observed that the Lamp Department is divided into a relatively large number of divisions, districts, and works. This did not occur by chance; it is the result of a definite policy. And it is the first of the organization policies that I should like to discuss with you. This policy may be simply stated in these few words: we divide our organization into as many units as can be justified functionally and economically, and put a manager in charge of each unit. This policy is applied in all parts of our organization; sales, manufacturing, service, and home office. The fact is that we now have a total of 97 units, each of which is in charge of a manager. We have 39 factories, 23 sales districts, 17 service districts, and 18 home office divisions. This policy is well illustrated by our small single-purpose factory. For many years, it has been our policy to limit the number of employees in a given factory to a maximum of 500. There are some exceptions, as you know, due to high production requirements. The soundness of this policy has been amply demonstrated over the years. The reasons for it are just as valid today as they were when it was adopted many years ago; perhaps even more valid under present conditions. Here is a brief summary of them:

1. The management team of a small factory, being few in number, can know each other intimately and so can work together effectively to accomplish the desired results.

2. The members of the management team, including the manager, can know the production employees coming under their supervision, deal with them on a personal, human basis and thereby obtain greater cooperation and higher productivity.
3. Each member of the management team can know every detail of his job thoroughly and can accomplish better results in his operation.

This is a simple formula but it is effective, if we really follow it. Of course, we can't expect to get good results if we take the attitude of the boy who told his dad, "These ten rules of success that you gave me are no good. They won't work unless I do."

### OUR "CHARTER OF MANAGEMENT"

The other policies which I should like to discuss make up the charter of management which we give to our managers when they are appointed. This charter is covered in our so-called "Authority Reserved" bulletin. But you may ask, "Why tell us about the charter given to managers? After all, there are only a relatively few managerial jobs and so we can't all be managers." That is a good question. And after stating these policies I shall try to answer it to your satisfaction. So here they are. We delegate to each manager the responsibility for all matters concerning the operation of his unit, and the authority necessary to carry it out, except those matters which are specifically reserved to the Vice President. By so doing, we aim to give to the manager the greatest possible freedom in his work. We tell the manager *what* his general responsibility is but we do not tell him how to get the desired results.

We reserve authority only with respect to those matters affecting the business as a whole. For example, some of these matters are the opening and closing of divisions, districts, and works, the appointment of managers, accounts and reports, legal matters, and the types and quantities of lamps to be manufactured at each factory. In this broad delegation of responsibility and authority, there is a fundamental difference between our management policy and the usual policy. I should like to make this difference clear. The usual policy is to delegate responsibility and authority only with respect to specific matters and to reserve authority with respect to all other matters. Under our policy the delegation of responsibility to a manager, and the authority necessary to carry it out, includes all matters within the scope of his operation except those matters affecting the business as a whole which are specifically reserved. Under the former policy, the manager can function only within a prescribed and limited area. Under the latter policy, the manager's horizon is unlimited. He can literally make his job what he wants to make of it. It depends upon his own vision, initiative, and ability.

This is a good time to try a "change of pace" in this talk. So here is a story. One evening, a man belonging to the "Knights of the Road" stood on a busy street

corner, watching closely the people passing by. As a well-dressed and prosperous-looking man approached, the hobo walked up to him and asked politely but firmly, "Could you let me have a dollar? I haven't had anything to eat all day, and I have no place to sleep tonight." "A dollar!" exclaimed the man, "Why don't you ask for a quarter? You would be more likely to get it." "Listen, Mister," said the hobo, "If you don't want to give me a dollar, all right. But don't tell me how to run my business." This story demonstrates human nature rather than our policies. None of us likes to be told what to do.

#### GIVING OUR ENTHUSIASM AS WELL AS OUR HANDS

But here is an incident which, I think, does illustrate exactly the meaning of these policies. When the Curtis Publishing Company was planning to build its new building in Philadelphia it was decided to install a great mural in the foyer. Edward Bok, managing editor of the *Ladies Home Journal*, was asked to arrange for it. He went to London to see an artist by the name of Abbey and invited him to do the work. "What subject do you have in mind?" was Abbey's first question. "None," said Bok, "That is left entirely up to you." The artist was amazed and delighted with this commission. He had never had an experience like it before. "I'll give you the best piece of work of my life," he said. And he did, because Bok had hired his mind and his enthusiasm as well as his hands.

Naturally, the Vice President does not handle personally all of the matters reserved by him. He delegates some of them to others; as for example, accounts and reports to the Accounting Division, legal matters to the Law Division, and types and quantities of lamps to be manufactured at each factory to the Lamp Manufacturing Division. The home office divisions are organized to render those services to the operating units which can be handled more effectively and efficiently from a central point. Some of these services, in addition to those I have mentioned, are research and development, quality control, auditing, and employee and community relations. The delegation of responsibility, and the authority necessary to carry it out, is directly from the Vice President to the manager. The responsibility of the home office divisions and the limit of their authority is to advise and to recommend; not to dictate, except in the case of specific matters with respect to which authority is reserved and delegated to certain divisions. An example is the types and quantities of lamps to be manufactured at each factory. We hold each manager responsible for and judge him by his results of operation, regardless of whether he accepts or rejects the advice or recommendations of the home office divisions. He has definite responsibility and authority and no one except the Vice President can add to or subtract from either of them.

#### FOREMEN MUST DELEGATE

And now we come to the last policy, which is the key to your personal interest in all of them. We expect our managers to delegate responsibility, and the authority



necessary to carry it out, to the members of *their* management teams. In my opinion, it was this charter of management that accounted for the difference in the attitudes, viewpoints, and actions of the managers and others which I noted in my early years with the company. It seems to me that if we understand the policies making up this charter and apply so far as possible both the spirit and the substance of these policies in our relations with others, we can all do our jobs more effectively as members of the management team. To sum up, the effect of these policies is:

1. To divide the organization into small functional units.
2. To distribute responsibility, and the authority necessary to carry it out, among the members of the management team.

As I said before, I firmly believe that under these policies we can all find the job satisfactions that we are seeking provided we are willing to do our part. However, these policies do not provide a one-way street. They impose obligations as well as grant privileges.

1. We must have the courage and ability to accept responsibility and to make sound decisions.
2. We must recognize the responsibilities of others and work cooperatively with them.
3. We must use our ingenuity, inventiveness, and resourcefulness in the solution of the daily problems of the business.
4. We must have the patience to teach rather than to tell.
5. We must have the capacity to lead rather than to drive.
6. We must think and act in the interest of the team, not merely for ourselves.
7. We must have faith and confidence in the integrity and ability of our fellow workers.

As a result of these policies, we can all have the pride and satisfaction of having a responsible job which is limited only by our own capacity and willingness to use that capacity. We have the opportunity to work hard and to get a lot of fun out of doing it. That, I submit, is real satisfaction.

### A COMPANY IS MEN—NOT MERELY PHYSICAL ASSETS

Naturally, these policies, to be permanently successful, must be in the interest of the Lamp Department as well as in the interest of the individual. A company or a department does not consist alone of its physical facilities such as land, buildings, and equipment, or money in the bank. It consists also of its men, its members of the management team. Men establish the ideals and objectives, formulate the principles and policies, carry out the plans and operations that result in success or failure. We have both the physical facilities and the men. In the future we face many new and difficult problems in all areas of the business, including sales, manufacturing, service and administration. Some of these problems were presented to you yesterday; others will be given to you today. I shall neither repeat those of yesterday nor anticipate

those of today. The point that I wish to emphasize here, is that the proper and prompt solution of these problems is vital to success or failure of the Lamp Department in obtaining satisfactory results of operation in the future. Can we as members of the management team, solve these problems successfully? In these policies of organization, it seems to me, lie the answer to that question. I have observed the use, as well as the occasional misuse, of these policies for some 25 years. From this experience, I am convinced that these policies have accounted in no small way for the outstanding results of operation which the Lamp Department has been able to maintain over a long period of years. By working together under these policies as an alert, aggressive, free-thinking, and result-producing team, I am equally certain that we can solve these problems successfully and obtain satisfactory results of operation in the future. As members of the management team, we solicit your opinions and suggestions, your assistance and cooperation.

In closing, may I tell you a story. It is an old one and I have told it many times. For this I make no apology because it sets forth exactly the closing message I should like to leave with you. A man was watching the construction of a new building, as most of us like to do. After he had gazed intently at the busy scene for a few minutes, he walked over to one of the workmen who was cutting stone and asked, "What are you doing?" Without looking up, the workman replied "Cutting stone." Then he walked on to the next workman and asked the same question. This workman hit his chisel another blow as he looked up quickly and answered, "Earning twenty dollars a day." And then he approached a third workman, again asking the same question, "What are you doing?" This workman stopped, stood up, looked over the unfinished building, and with a broad smile of satisfaction lighting up his face, said enthusiastically, "Building a cathedral."

If in an organization the right men are in the right places most problems will be efficiently solved. If even one key executive does not fully measure up to the highest standards of his position then inefficiency ensues: imperfect decisions, discord in the organization, loss of morale and worse. Here is a new slant on the problem by a successful consulting management psychologist.

# Selection—The Most Acute Operating Problem

BY ALFRED J. CARDALL

**T**HE heaviest item of expense in most operating budgets is payroll. Payroll represents the cost of men's efforts to meet the objectives of an organization and to fulfill its commitments. Payroll is the periodic rent paid as salaries and wages for men's drives, vision, technical skills, and abilities. Effective use of this potential calls for planning, organization, facilities and materials with which to work; and one thing more, motivation. Of the three basic requirements for production—human potential, job design, and desire to work—the first is basic, the second two contributory. Yet of the first we know the least. Success or failure of an organization depends on its people. In their selection, training, and motivation lie the most difficult problems of personnel and operating men. Selection is the most important single "leverage" point by which performance is improved and cost reduced. Time and money that are well spent in developing better selection procedures will give a big return on the investment. An understanding of the basic principles of scientific selection is the best training for supervisors and executives. It will help them to make better assignments and will improve their own skill in motivating others.

Whenever more than one man is available—whether in hiring, transfer, upgrading or promotion—a selection must be made. Methods vary. Commonest and most expensive is the casual interview and the job try-out for a probationary period. Past experience carries the heaviest weight in the casual interview, and the personal fetishes of an interviewer hinder or may actually prevent the best selection. Regard-

less of methods or techniques in selection, the tryout experience is the final step in the selection process. Unfortunately, where scientific methods do not precede it, the standards of performance against which a beginner is judged are invariably poorly defined and in any event have been set by the "average" performance over a period of time on people equally poorly selected, rather than based on the learning time and performance standards set by properly selected individuals. Unfortunately, too, the desire to justify one's selection frequently results in an extension of the trial period. If the individual finally does meet marginal performance, he often lingers as a mal-content, or a turnover case unless protected. Unfortunately, cost accountants who can accurately compute material waste have no idea how to figure payroll waste.

Most operating men recognize the wide differences in job demands on human psychological characteristics and the equally wide variations in the extent to which people meet them. To be sure, an old-time operating man may sometimes be heard to say, "Anybody can do this job after a little training", but that attitude merely reflects his own low level of observation and low standards of performance. Most operating men are more observant, and years of experience have given them an awareness of why people sometimes fail. Many of the more observant have, over the years, developed skill in knowing the kind of people they want. A few, very few, develop unusual skills in "sizing up" an individual. Few organizations, however, have assigned these unusual men to interviewing at the gate. Thus a quicker, cheaper method is necessary.

### THE SCIENTIFIC METHOD

Planning for a program of better selection is not the job of a single individual or group in the personnel department, nor is it the work of a consultant, a long-haired psychologist from a neighboring university, or the boss' daughter who has had two courses in summer school. It must combine the thinking and experience of observant executives and supervisors in developing job specifications, the training and development of people to carry on such a program within the personnel Department, the guidance of a competent measurements man with a broad industrial background, and the blessing of top management. With all these elements, planning such a program is a simple and stimulating experience. With one or more elements missing, it becomes a discouraging and uphill fight.

The first question in selection is—What are we selecting for? Is it for the minimum of various psychological factors and of background experience and training? These minimum considerations form the basis for tentative "threshold" or "cut-off" points on a series of psychological and performance tests and standardized interview guides. Some of the needed psychological components, such as social skills, drive, and emotional stability, can only be measured by the interview. A "profile" or graphic representation of job specifications can now be drawn, expressed in terms of the things which can be determined by tests of interviews. It is the *best* first step,

even though executives are frequently inarticulate and supervisors unobservant in their analysis of success and failure. An attempt to crystallize that thinking is the best way of paving the way for subsequent acceptance of such a program as has been outlined, and serves to point up the direct work observations of a skilled consultant. Pulling a tentative profile from a job description or work observation is possible only for the technician with broad experience in the design of similar batteries or actual work experience within the core pattern of skills involved. Apart from the initial validity and better acceptance, the economy of this method is obvious. Subsequent refinement follows first close approximations rather than experimenting from scratch.

### THE TRADITIONAL METHOD

A less desirable but more traditional approach is the so-called experimental one. It presupposes no broad guiding experience, no line participation, and makes unnecessary a job analysis or job specifications. It is the only method of the academic psychologist, and textbooks covering it are available at from three to ten dollars. It consists merely in selecting a series of psychological and manipulative tests—which may even remotely be considered as having some possible predictive significance—and giving them to criterion groups. In the situation in which it is desired to set up prediction, a group of thirty or more doing similar work must be found from which a few at the top and a few at the bottom can be compared. The cost of taking people away from their work and giving them such a wide range of tests is not calculated but a mass of such experimental data is necessary before the whirring of calculating machines can result in a prediction formula. Adequate criteria are always a problem, whether in the experimental method or in refining cut-off points. Where criterion groups are small, however, as becomes the case when we get into certain specialties, or go up to the higher levels of the organization, the experimental method is impracticable. Further, the experimental approach comes out with no help for interview guides or the clinical training of interviewers. It is considered unsound by most technicians with actual experience in the field because, in its single prediction formula (addition of weighted test scores), it presupposes that "overages" offset "underages" in selection. For example, if height and weight are success factors, and if a man is taller than he needs to be, he can be correspondingly lighter. This kind of thinking is justified only when we have nothing else.

Profiling, and the subsequent use of tests fitted to it, provides a series of cut-off points or "ranges". Briefly, a cut-off range on a test score provides one score *below* which an individual is almost certainly a poor bet and another *above* which he is not likely to fail for that particular reason. Some factors have no top score and in fact may have no significance in prediction beyond the minimum cut-off point or range. Others, such as mental alertness (intelligence so-called) can be too high for a factory machine job and may lead to accident-proneness. Prevention of accidents is only one of the many by-products of scientific selection when it is based on multiple cut-off points or ranges.

## SELECTING FOR HIGHER JOBS

Good selection methods for factory jobs and those involving manual skills can be rapidly devised. Simple tests usually suffice and no great premium is placed on interviewing skills, although a proper clinical evaluation of the desire to work, emotional stability, and ability to get along with others pays dividends. Similarly, properly designed batteries of tests, based on good profiling, can do the largest part of the work in the selection of office employees for the more usual core patterns of office activities. Better interviewing guides and better interviewing skills are necessary because the less tangible factors such as social skills and insight creep into the picture.

As we go up the scale in the organization, psychological tests become increasingly *less* important; interviewing skills increasingly *more* important, and in the upper ranges the clinical help of the management psychologist becomes indispensable. To illustrate; in the selection of machine operators we can get 80% of what we need from psychological and manipulative tests, trade tests and background information. But in the selection of top executives tests may play only a small part in the prediction, perhaps 5 or 10 per cent of the total. Much of the bad repute which tests have acquired in the minds of laymen is due to test services, beautifully promoted, which purport to select supervisors, salesmen, and executives. But it just can't be done that easily.

With one opening and several individuals to choose from—whether an upgrading or promotion—a selection must be made. But different factors are required. In upgrading, the psychological considerations are the same, although the threshold points may be higher in one or more factors. Apart from these evidences of potential, where qualifications for upgrading have been formalized, tests are essentially those of achievement, such as job knowledge or work samples. When dealing with smaller groups of specialized skills, and when those skills are greatly different, the agreement of two levels of supervision is sound personnel practice. But adequate performance ratings improve judgment, substantiate these moves on the personnel record, reduce suspicion of favoritism, and frequently reveal individuals who might otherwise have been overlooked. Performance Rating Reports bear closely on problems of upgrading and should be regarded as part of the over-all selection program.

Requirements for promotion may differ substantially in profile and number of factors involved. While upgrading simply implies utilization of an individual's skills at a higher level within the same core pattern, promotion has a different meaning. It involves a change from one level of the organization to another and involving a different or additional set of skills of a supervisory or executive nature. To illustrate: stenographer to secretary, helper to mechanic, is upgrading; stenographer to supervisor, central pool; or helper to foreman, is promotion. Inability to recognize the difference between these terms accounts for the original appointment of many poor supervisors and executives. It is not true that the best clerk makes the best office manager; the best mechanic, the best foreman. As we move from direct worker

into supervision, new factors are added or materially raised in their significance. We look for the ability to plan and organize at a higher level of social skills and with more complex judgments not required below.

In these additional factors a selection program meets its greatest difficulties. Here the simple mechanics of psychological tests, performance ratings, anecdotal records in our personnel files are less important. To be sure, we can test for judgment, and we can design special rating scales for promotion which attempt to predict, in contrast to performance rating which is historic. But we know of no satisfactory way to test for the increasingly vital elements of social skills and drive.

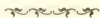
### EXECUTIVE SELECTION

How, then, do we select for supervisory and executive jobs? Assume that test scores are available, as well as past performance ratings and personnel records. We know that all these things are less important when we are concerned with more complex skills and higher "ceilings" for further development. *First*, a comprehensive job description is essential; *second*, conferences between two levels of supervision and the personnel department are necessary to reveal special considerations in potential; *third*, listing all possible candidates in the entire organization; *fourth*, use of a special rating form applicable to promotion at that level and for that special job if necessary; *fifth*, clinical psychological evaluation of all the best candidates.

In the selection of supervisors and executives, past performance may be taken into consideration, but must not be allowed to sway the decision. Promotion is made in anticipation of future services, not as a reward for past performance. This is an extremely vital point, as the "leverage" of the supervisor or executive on the entire payroll below him cannot be over-emphasized. Mistakes in promotion are extremely costly, for demotion is a psychological impossibility, and we lose not only the man we did have, but the man we thought we were going to get in the advanced position. Or, worse, we patch and crutch and limp along, unwilling to face the heavy cost of poor management leadership.

Taking all these factors into consideration, how do we know that our choice will work out? Just as a probationary period is the final step in the selection process of the new employee, so should the try-out experience be the final step in the selection of one to be promoted. Summer vacations, periods of illness, or other absences of the individual's immediate supervisor, provide opportunities for try-out experience. This experience should not be haphazard or unrecorded. Rather, it should be a carefully planned situation, created if need be, in which the individual is tested in a series of relationships. Of most importance perhaps is his participation in conference groups of which his Chief was a member, studying carefully his social skills in dealing with those above him as well as those in horizontal departmental relationships. Tentative promotion should be made on paper and in the personnel files long before the emergency exists so that a series of these try-out experiences may be a matter of record. Promotions made in haste are costly and generally inexcusable.

These, then, are the essential factors involved in selection. The training which these men should get is another story. But the right man in the right place will ultimately learn, regardless of how little thought has been given to training, while the wrong man will never learn or develop, regardless of how much care may be taken with him. Training is never a remedy for poor selection but rather only an accelerating process for the fastest development of the right potential.



## About the Authors

*F. F. Harroff* has spent most of his career with the General Electric Lamp Department, starting in sales. He is now General Manager and is a graduate of Western Reserve University. His strong belief in the importance of the individual is clearly shown in his article in this issue.

*Alfred J. Cardall* believes that "the right man in the right place" is the key to industrial—and all other—effort. But this definition of this phrase has much more precise meaning than usual. For he is a clinical management psychologist with first-hand knowledge of many kinds of industry and commerce. This combination of knowing man and the setting in which he works, combined with skill in psychological measurement, have resulted in a high degree of proficiency in evaluating men in industry.

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The results of the recent election destroyed many people's faith in polls, including employee opinion polls. There is a vast difference, however, between the election poll and the employee poll, as the author points out.

# What is the Future of Employee Opinion Polls?

By M. STARR NORTHROP, Opinion Research Corporation.

WHAT happened to the pollsters' predictions on November 2 has led to many divergent views as to the future of all types of opinion and attitude research, including employee surveys.

On November 9 one of our friends wrote—"I don't wish to be classed as a prognosticator, but I believe there will be a good many like me who have completely lost faith in the pollsters. I know that if in the future I happen to be at a meeting where they are included in the program, it will be a good opportunity to take a walk."

A few days later another letter contained this paragraph—"I am considering the advisability of conducting an employee attitude survey. Don't misunderstand me, I don't want to conduct a survey just to be conducting a survey, or because some one else has done so. The fact is, *we have problems*, and I am of the opinion a survey would be of value in spite of what happened to Mr. Gallup and Mr. Roper." (Italics supplied.)

The large majority of our business friends take the latter view. Why? The key is given above—"We have problems."

Whether Mr. Truman or Mr. Dewey was elected; whether the Taft-Hartley Law is repealed; whether the minimum wage law is changed; whether a national fair employment practices act is adopted; management is still faced with the day-to-day problems of maintaining the kind of relationships with employees that spell conscientious and uninterrupted production.

How is this accomplished? If we knew all the answers to this \$64 question, or could find out by opinion research methods, we would probably be acclaimed national heroes. We do know that:

The amount in the pay envelope is not the complete answer.

To maintain the interest, loyalty and productivity of workers, management must give serious attention to the more-or-less intangible factors that contribute to deep-seated job satisfaction.

There has to be a two-way means of communication. Employees must be kept informed, not only of the little things that affect their daily routine, but also of the big things about their company's operations and plans.

Information must also flow in the opposite direction. Management can keep employees well informed and do an effective job on its employee relations only if it has insight into the likes and dislikes, the hopes and fears, the beliefs and doubts of the men and women who work in the shop and office.

This is where an employee-attitude survey fits in. It provides the employee-to-management line of communication. Without it an industrial-relations program must in many important respects be built on hunches and guesswork. With the information provided by an employee audit, management is in a position to capitalize on its strengths as workers see them, correct weaknesses if they are real, or counteract them if based on lack of information.

The results from employee surveys conducted over the past several years demonstrate this fact conclusively: Management's industrial-relations problem areas differ markedly from company to company, and from plant to plant. No one set of survey questions and no one course of corrective action can be claimed as *the* right approach. Let me illustrate:

#### *Company A*

The story employees in this plant tell is in most respects a favorable one. They show relatively high morale, a liking for their jobs, and an attitude of good will toward the company. *But* many employees here feel frustrated regarding their chances for advancement—

- 38% say they are not satisfied with their chances for moving up in the company.
- 48% are of the opinion the company brings in too many outsiders for the better jobs.
- 54% think promotions usually go to friends of the boss or people with "pull".

#### *Company B*

Employee testimony at this plant illustrates the point that a big pay check does not preclude criticism and dissatisfaction with other elements of the job package.

- 83% of these employees say their own company pays the best wages in the area.

#### *BUT*

- 52% rate their company rather poor or only fair as a place to work.

- 78% say their own company is the quickest to lay off workers in slack periods. Less than one-fifth give it credit for furnishing steady work.
- 26% say their own company has *worse* working conditions than other leading plants in the city.

### *Company C*

This company has many employee-relations assets. It receives a favorable vote for:

- Paying good wages
- Providing good working conditions
- Taking an interest in employee welfare, etc.

Its chief liability is in unfavorable reputation for labor dealings. A relatively large proportion of employees at this plant say that the company—

Does not do a good job of cooperating with the union and should try more to get together with the union to iron out difficulties and differences.

Takes a negative attitude and bargains with the union *only* because it has to.

Will have the *most* labor disputes and work stoppages over the next year.

In short, each of these companies faces definite but distinctly different employee-relations problems, the diagnosis of which can best be made on the basis of facts about worker attitudes and reasoning as provided by an employee survey.

You say, "All right—management has a need for employee polls, but what about accuracy?" There are several answers to this. Many employee surveys cover 100% of a company's workers and are, therefore, not affected by sampling error. Unlike election polls, opinion measurement among employees is not subject to the pitfalls of predicting such things as who will turn out to vote. An election poll can be in error by only 1% and still pick the losing candidate. Even though an employee survey, based on a sample, has a 3 or 4 per cent error it does not mean the difference between a right and wrong management decision.

As long as situations like those illustrated above remain to be dealt with, management will continue to seek the guides to action that are provided by an analysis and interpretation of well-planned employee opinion research.

We often wonder why people do things which sometimes seem strange to us. There is a reason for everything we do. What are these urges, or basic needs, which all of us have? Dr. Moore, a consulting management psychologist, writes of these basic needs in relation to industrial life.

# Basic Needs of Industrial Workers

By HERBERT MOORE, Stevenson & Kellog,  
Toronto.

THERE are some basic needs possessed by every working man! Supplementing these basic needs are others that play a more or less fleeting part. It is necessary, in attempting to unearth the unseen factors that determine behavior, to separate the basic needs from the superficial ones. It is necessary also to recognize the importance of permanent and radical steps in solving problems connected with the basic needs and the need for environmental and temporary measures in meeting the demands of the superficial ones. Disturbances that follow a violation of man's fundamental needs are much more profound and much more difficult to deal with than disturbances that result from the superficial ones. The former are likely to express themselves in the form of resignations. The latter are more likely to take the form of grievances. I want to outline and indicate the significance of the former in the first part of this paper, and to give briefer time to some of the more common forms of the latter.

Among the more basic needs of man is one that can be expressed as an urge to *handle the type of a job that will challenge one's own special abilities*. Incidental to this demand is the urge to hold a job that will have social prestige, but this is relatively less important than the former and might well be classed as secondary and temporary. The former is crucial. A considerable number of dissatisfactions have their roots in the fact that the men who are holding down jobs are superior to the job, which shows itself in a number of ways, especially in:

1. *A careless attitude.* This is common among employees who master the demands of the job in a shorter than average time, and who take pride in beating standards, only to slip back into below standard production later and to show poor quality and excessive waste.

2. *Complaints about supervision.* This is one of the common ways in which those who are, or who feel, superior to their jobs get their disappointments out of their system. The frequency with which the boss is labelled dumb is only equalled by the frequency with which he is called stubborn. The real cause of the complaint is a superiority that frequently shows itself in a greater ease in understanding and in solving technical problems that is shown by the supervisor.

3. *The habit of getting into sidelines and diversions.* These are very rarely related to the job for which the employee was hired; they may appear in a radical or revolutionary form. Many of the agitators for reform are using surplus mental energy which the job does not require.

4. *Instability.* The unchallenged are looking for other areas to conquer, and constantly keep an eye on virgin fields hoping that the unknown will provide the stimulation and motivation that their present situation lacks. This restless urge for change can sometimes be satisfied within the walls of the building in which they work. At other times the drive is so persistent that it can only find release in a completely new environment.

But the disconcerting fact is that many of those who have more ability than their present job requires, or who think they have, have done nothing to convert that surplus ability into saleable skills. An answer to the dissatisfaction is not to be found in the simple declaration that the fellow lacks training and experience. It is only to be found in a program of education, experience and development that will fit him for the type of work that challenges every ounce of grey matter he possesses.

### USE YOUR SPECIAL ABILITIES

Another basic need is that the *job situation should make occasional and probably frequent demands on the special abilities* a person possesses. Most people have found special areas in which they work more spontaneously and effectively than in other areas. Sometimes it is possible to use these special abilities in the work situation. At other times the special channels through which one's quality of grey matter expresses itself can not be found in the work situation. For example; it is difficult to find the work channel through which facility in solving crossword puzzles can find expression. On the other hand, it is fairly easy to find the area for the mathematical adept to exercise his capacity. A sad situation is one where a person holding a position as foreman looks longingly at the cost accountant and envys the enjoyment he gets from his work.

From this it should not be assumed that there are hidden talents buried in the unconscious, which the commonplace or semi-skilled worker can exercise once he has the chance. Very few people can equal Barbara Ann Scott, the champion skater, in concentrating every ounce of talent into one particular channel, and cultivating it to a complete command of an area. However, most people can work efficiently in certain areas. It is our obligation to them and their obligation to themselves to discover these areas and to push their development to its maximum capacity.

## HUMILIATING EXPERIENCES

A third need is that *the job situation should not provide too frequent occasions for humiliating experiences.* Basic to any man's contentment is appreciation by others. Permit the job situation to provide that, and other factors that one thought to be important fade into insignificance. Related to the desire for appreciation is the competitive tendency that impels every man to feel that he is as good as those with whom he associates. The humiliation that comes from unfavorable experiences with others results in one of two attitudes:

1. A feeling of inferiority to the group.
2. A feeling of resentment against the group.

In either case a barrier has been built up that will eventually result in his growing antagonistic to or separating from the company. The factors that cause humiliation or loss of face are not always such as can be reported as grievances, yet they are more important to the individual than any adjustment that could be made in his pay rate or his working conditions. To appreciate their nature we might well list some of the more common situations that cause humiliating experiences or loss of face:

1. Being a repeated victim of horseplay.
2. Being constantly reminded of known defects or of skeletons in the closet.
3. Being referred to disparagingly in the presence of someone whose admiration you wish to court.
4. Being criticized unduly in the presence of superiors or admired equals.
5. Being left outside when something in which you have played a part is reviewed.

None of these experiences are usually reported as grievances and yet they cut to the quick, and gradually develop a feeling of discomfort. They cut deeply because they go to the heart of one's pride and self-respect. Everyone who recognizes himself as a person is aware of the fact that his self-appreciation is rooted in the appreciation that others show. His achievements are worthless unless others recognize them. To minimize or ignore these is to ignore him. It is this desire for recognition by others that is a prime mover in the quiet efforts that are made to make for oneself a place in the world. What would the child's accomplishment be worth if he could not tell it to his admirers at home? What would home be like if no one else appreciated your merits and advancement? We are so constituted that appreciation by others and recognition for what we do are necessary for sustained effort. Only the other day a salesman who had resigned from his company reported that the real reason for the resignation was the fact that at the Head Office Saturday morning reviews no mention was made of the good results that were obvious from his week's work. We want and need recognition by others, especially from those who "count" in our circle.

## YOUR LONG RANGE GOALS

Another fundamental need is that the working situation should provide opportunity to *help one realize his ambitions and goals.* These vary from person to person.

They range from the ambition to run a company to the longing to operate a typewriter. They vary from goals that are concerned with occupational achievement to goals that are concerned with worthwhile educational and social contacts. Some of those that have been reported to me by men who are trying to find a place for themselves in life may well be listed.

- A. Some day I want a general manager's job.
- B. My one aim is to get a place where I can write.
- C. I want any place where I don't have to work too hard.
- D. I want anything that will give me free evenings and long week-ends.
- E. I want something connected with machine design.
- F. I want something near a small town—to get away from the city.

These may seem superficial ambitions; some of them are impossible to realize. But they are motivating forces determining whether or not the job will measure up to the contribution that it makes towards realizing one's goal.

Men are motivated by two kinds of drives; internal and biological on the one hand, and projective and ideational on the other. The internal drives have been the "happy hunting ground" of psychologists for 25 years. They have been labelled and classified under all kinds of categories; hunger, sex, self-preservation, gregariousness, desire for mastery, and many more. Concerning their significance there is no dispute. When driven by the force of an empty stomach or by the irritations consequent upon sex stimulation, men are going to do something. Whether these spasmodic urges provide the staying power that will express itself in the daily steady grind is another question. They provide shots in the arm that act like any other narcotic: a momentary explosion that soon is expended. If continued and persistent effort is to be expressed it will only be manifested under the drive power of fundamental needs that are in the process of realization. Announced goals or ambitions are dreamy playtoys until they have become converted into values that are part of the self and that become the master passion of one's life. It is the extent to which expression of fond hopes to parent-or-wife instilled ambitions have been translated into realizable values that the employee is governed by their driving force; and disturbed when the work situation offers no promise of their fulfillment.

This should not be interpreted as a characteristic of every worker; unfortunately the per cent of the working population that drives toward an ideal and distant goal is small. But it is still more unfortunate when men with such ideals and goals are doing technical or supervisory work. Any threat to their goals is more serious because of the key positions which they hold. In actual experience thwarted people may be divided into three groups:

1. Those who hold down a job at one level but whose ambitions are at a higher level and who have the ability but not the training or experience needed.
2. Those whose ambitions exceed their capacity for educational or occupational achievement.
3. Those whose goals are in another field; who have taken a second or third best

occupational choice, but who live in thought in the area of their primary choice.

These people need to be helped toward the attainment of their goals, or else given insight into their real limitations.

#### BASIC NEEDS AND SUPERFICIAL ONES

In the beginning we drew a distinction between basic needs that determine industrial behavior and the superficial ones that cause temporary disturbances and that can be remedied. These minor factors may be divided into two groups: environmental and personal. In the former group may be listed the following:

1. Physical discomfort due to inadequate working environment.
2. Unsatisfactory relations with co-workers and superiors because of minor irritating occurrences.
3. By comparison, unduly rapid promotion given other, more favored, employees.

The personal disturbances are of many and varied types. Among them the most common are:

1. Home situation that is riding a rough sea.
2. Greater progress being made by personal friends, social competitors and family rivals.
3. Sideline interests that demand more time and energy than can be spared.
4. Social attachments that are too strenuous.

It should be remembered that every person in the working situation is an individual, and that anything that disturbs his equilibrium affects his contentment in the situation where he spends more time than in any other. These fundamental needs that govern behavior are the basic principles that regulate his life.



# Editorial Comments

## The Moral Influence of Business

**I**F WE are to judge by what we read and hear, business is an immoral and predatory occupation. In the days of Theodore Roosevelt "big business" was the symbol of all that was evil and oppressive. The anti-trust laws written at that time are still in force to protect the weak from the strong. In recent years the slogan of many labor leaders has been the battle cry "Let us organize to protect ourselves from industrial oppression!" It is unfortunate but true that a very large proportion of school and college teachers speak of business leaders only in terms of reproach.

What are the Facts?

Let us begin by identifying the institutions which have the greatest influence on American life. Let us consider their moral influence; the way they shape our ethics and consciences. More than half of the population has no church affiliation. The half which does attend church seems to follow mainly a "once-a-week" religion, with even the Golden Rule suspended on the other six days. Next, our schools. Here again, a very large proportion of our population does not advance far in school. Those who do, receive little training in public morals from their books and teachers. In my day public and private schools were a good influence in matters of ethics and moral attitudes. Is it still so? We would like to think that it is. What influence there is finds little support in the way of enforcement in the schools. They are not able to put much pressure on pupils' attitudes. However, it would be my conclusion that, all things considered, the schools are actually a stronger force toward good moral attitudes than the church. Other institutions and activities which are a part of most Americans' lives would include the motion pictures and the radio. Much has already been said in criticism and defense of these forces so no more than a mention will be included here.

Have we yet considered any activity shared by most Americans which has an immediate and strong control over our relations with other people and the conduct of their lives? A careful search reveals two: the law and business. The law affects all people, business running a close second. All but a small part of the population spends most of its life in working gainfully for a living. A large number of these work on farms; another large group is employed in the national and state governments; a third group in such public-service organizations as hospitals and social institutions. Most of the remainder work in business and their lives are shaped by the practices of business.

Now then, if a very large proportion of the population is engaged in business what is the moral atmosphere to which they are subjected? Anyone who has ever held a job in any kind of business knows that there are at all times very direct and immediate pressures having, for the most part, high moral values. For example, it is accepted that punctuality, sobriety, good behavior and, especially, hard work are

high virtues. Are these not the ones most rigidly required for business? The penalty for non-observance of these basic moralities is sure and more immediate than in any other walk of life. Who can say, then, that business is not a strong moral force in the life of the people? To me, it is one of the most effective of all such forces acting on a general population.

Two large groups are not reached by business. One of these is the farmer. The other is that group which is employed in federal, state and city government. Of the former we need only mention their high reputation as citizens and people. Of the latter however much can be said; and not all of it is favorable. My own experience has brought me in touch, over long periods, with federal and municipal government. My experience with federal government has been generally good and I would estimate that the influence on workers in federal government is generally good and rather like that in business. I cannot say the same about municipal government. Recently I was engaged to direct a study of employment practices of a very large metropolitan city. The disclosures were not unexpected but were depressing, nevertheless. Modern municipal government in large cities contains many things which are not taught in school and which cannot be called good moral influences. These include the buying and selling of favors—usually at the expense of the taxpayer; the placement and advancement of the unqualified and unfit; habitual tardiness and absence from work; persistent sloth and wastefulness; and, in general, widespread dishonesty and corruption. The moral stench of municipal government is one of the most offensive I have ever encountered. It would be a thoroughly demoralizing influence on a thoughtful population. If compared to business and its conduct, it leads people to believe that there are no rewards for the honesty, industry and good faith which are the marks of a successful and respected leader in business. If any one symbol typifies the corruption of municipal government it is Mr. John Citizen paying his politician friend \$5.00 for the "privilege" of avoiding a hearing in court which might cost him a \$2.00 traffic fine. And I am not forgetting that there are many efficient city governments and many honorable people in them.

The condition of many municipal governments today is a warning of what federal government may become tomorrow, and what it has already become in countries where the people have lost the power of government, such as in those behind the iron curtain. This is perhaps inevitable, because under a system of complete national planning and control there is no individual freedom of action left. The only way a citizen, especially a business man, can have any freedom under the conditions of complete national socialism is to buy it with money or favors. American business, on the other hand, constitutes, as Sumner Slichter puts it, "three million centers of decision". He points out that not only is the American business man entirely free to make his own decisions in any way he sees fit—within the requirements of law—but he stands ready to profit from the sound decisions and pay the penalty, perhaps bankruptcy, of faulty ones. Remember, too, that the laws are set up for the business man through his representatives in the government.

Business has, itself, shown a tendency toward dictatorship. Partly under union pressures and partly from a developing enlightenment in personnel administration this condition is being improved. Advanced business men recognize that the conference method of management is the most efficient and most humanely agreeable to work under. One of the finest articles that has appeared in *PERSONNEL JOURNAL* is one in the November issue by Eric A. Nicol, "Management Through Consultative Supervision". It typifies the best attitude in management toward manpower management and development.

To dispel the impression that we are drifting, in a moral sense, take a close look at those working about you. You will see that most people conduct their affairs well. The private conscience that each of us has is the result of many forces: home, school, church and books. However, the one influence, outside of the law, which daily keeps us on the "straight and narrow" is the Moral Influence of Business.

## Benjamin Franklin on Wages

Franklin is credited with having written a paper with the formidable title of "Reflections on the Augmentation of Wages, which will be occasioned by the American Revolution." It was probably intended as a political argument, says *The Institute News* of The Franklin Institute, Philadelphia. The following is a excerpt:

"I will only observe here, that it results in a great measure from the fact, that the price of labor in the arts, and even in agriculture, is wonderfully diminished by the perfection of the machinery employed in them, by the intelligence and activity of the workman, and by the judicious division of labor. Now these methods of reducing the price of manufactured articles have nothing to do with the low wages of the workman. In a large manufactory, where animals are employed instead of men, and machinery instead of animal power, and where that judicious division of labor is made, which doubles, nay, increases tenfold, both power and time, the article can be manufactured and sold at a much lower rate, than in those establishments, which do not enjoy the same advantages; and yet the workman in the former may receive twice as much as in the latter."

# Personnel Research

*An Experimental Study of Two Methods of Rating Employees.* By Walter R. Mahler, The Psychological Corporation. *Personnel*, November, 1948, 25, 211-220.

"What are we doing wrong in our performance review program?" and "How can we improve the program?" were the two questions to which answers were desired by management of a metropolitan department store. In answering these two questions a new rating form was devised and was tested in comparison with the old one. One such comparison was made by charting the scores obtained by both methods. The old method actually gave better distribution of ratings and this was improved upon. A second test was to measure the statistical reliability; that is, the closeness of agreement of two ratings by different raters of the same employee. This was .73 on the old form of rating scale and .71 on the new. "Higher reliability figures are desirable" says the author, who thinks that it can best be obtained by better training of the raters. A second check on consistency of ratings was made by comparing the work of the same raters after six months in rating the same employees. This gave coefficients of reliability of .51 for the rating scale method and .47 for the new type of scale—the check list method. Many other interesting findings are reported in this study, including the adoption of the man-to-man principle as described thirteen years ago in *PERSONNEL JOURNAL* (Vol. 13, pages 125-134) by Wonderlic, used in conjunction with the rating scale method. Nothing is said about factor analyzing results to minimize overlap of similar rating factors and some of the factors used look "fuzzy". This excellent study serves very well to show how inefficient the prevailing rating methods are.

*The New Army Rating.* By E. Donald Sisson, Personnel Research Section, A.G.O., U. S. Army. *Personnel Psychology*, Autumn, 1, 365-382.

The new method of army rating is one of the most important developments in performance or merit rating that has taken place in many years. It employs a method known as forced choice under which the reader is asked to express which of four choices is most like the person being rated and which one is most unlike. These four choices are arranged in two pairs; two of them favorable and two of them unfavorable. Of the two favorable ones, both are items that are chosen with about equal frequency by supervisors to describe their men but one of the two is significant in identifying good persons and the other one is not. Thus the rater does not know when he chooses an item which one is going to count and which one is not. The same difference applies to the two unfavorable items. The rater is asked to choose the one which is least like the person being rated. However, one of the items, if *not* selected, gives a favorable score and the other one does not. The method of developing these items from supervisory comments and the statistical procedure for identifying their scorability and their preference rating is described in a general way. This

kind of rating however is not the place to begin in a company that has not had rating before. It is technically difficult and involves much labor and expense to establish in a satisfactory manner. Neither of these are valid objections against its use. Evidence is submitted which shows that this rating was considerably more effective than anything else ever used in the Army. It will be of interest to all industrial personnel people.

*Reliability of Abbreviated Job Evaluation Scales.* By David J. Chesler. Personnel Research Institute, Western Reserve University, Cleveland. *Journal of Applied Psychology*, December 1948, 32, 622-628.

"The purpose of this investigation was to compare the abbreviated job evaluation scales that would be derived by application of the Wherry-Doolittle selection method when all variables except the raters were held constant. That is, given the same jobs and the same job evaluation plan, will the same abbreviated scales be derived by different raters by means of the Wherry-Doolittle selection method? Job raters in four industrial organizations evaluated the same 35 salary jobs independently using the same job evaluation plan containing 12 factors. The Wherry-Doolittle selection method was used to identify the unique factors, which were similar but not identical in the four companies. Six factors emerged in company one, four in two and five in three. In one part of the experiment a comparison was made between the ratings of 35 standardized jobs, using the full twelve-factor plan as compared with the abbreviated four-factor plan. In one company 51 per cent of the jobs were displaced as much as one labor grade, in the second company 49 per cent, and in the third one 26 per cent. The author considers this result "good" but it is hard to see how one can do so. If the same raters using a standard plan and an abbreviated plan disagree by as much as one grade for nearly half of the total number of jobs it would seem that the abbreviated plan should be called very inefficient. It is impossible to agree with the conclusions of the author who says "the present investigation substantiates the findings of Lawshe' various associates that abbreviated job evaluation scales justify themselves from the standpoint of technical and scientific accuracy and economy." Displacement by one labor grade for nearly half the jobs when the short method is used does not appear to justify its use. Other studies from this data are reported.

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*Personnel Psychology.* Quarterly, \$6 a year; single copies \$2. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washington 9, D. C.

*Journal of Applied Psychology.* Bi monthly, \$6.00 a year, single copies \$2.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# The Editor Chats With His Readers

## Why Office Employees Should Be Organized

Wade Shurtliff and Bernard Meyer tell this interesting story in a recent issue of *Labor Trends and Policies*, a non-profit labor letter published in Toledo.

During the war we knew of a company that was extremely liberal with their office employees—but much more liberal with their factory employees. As a result, the Office Employees International Union came along one day and organized the office, despite the fact that wages and working conditions among their office employees were in many respects superior to other offices which were represented by the union. And what was their approach? Well, it was a new one. The organizers spread the word through the office that the company preferred to deal with employees who were organized. Despite previous attempts to organize them—this was the first approach that sounded really logical to these white collar workers—it succeeded. It succeeded despite the assurances of company officials that they were of the opinion that their relationship with their office force would be much more pleasant and mutually advantageous in the absence of a union. But the union did a marvelous job of assuring them that the company officials really didn't mean what they said.

## The Obligations of Management

At the recent conference of the Pennsylvania Society of Training Directors, Mr. W. L. Batt, President of *S.K.F. Inc.* gave an inspiring address which included comments on the international situation as well as many observations of the American business scene. In speaking about the obligations of management he mentioned that when he was young the conventional and expected thing to say was that the principal function of business is to make money for the stockholders. Today that is not even a primary function. He said the first obligation now is to the customer and to the employee because in his Company the employee now gets 50¢ out of the customer's dollar while the stockholders get only one or two.

He said that, speaking for top management, he felt the greatest need there was for a channel for information and a view upward as well as downward. He qualified this by saying that he really didn't mean up and down—he meant sideways. He then gave the very amusing illustration of his boyhood recollection of pump priming, pointing out that priming the pump of the educational process was the job of Training Directors.

## Union Membership in Personnel Associations

R. S. Carey, *Hudson's Bay Company*, Winnipeg, writes the following inquiry: "We had an application for membership from the business agent of a local Union and we were undecided whether we should accept the application for membership from

this individual, realizing that if we accepted this application we would probably have others from other Union organizers and business agents. Many of our members representing management are on the best of terms with their Union business agents and we think that the majority of the Union representatives would fit in quite well with our organization. We wondered what the general practice of other groups was in respect to this point. Some discussion took place as to whether the Personnel Association was a group of people who were interested in management problems rather than strict labor relations problems. Do you know, from your experience, whether other Personnel groups have accepted memberships from Union representatives and if so, whether it has had any effect on the groups in making the management representatives reluctant to state their problems or to exchange information freely. Our general feeling is that it would not be desirable to make memberships from Union representatives but we would like some advice from other sources before definitely making up our minds."

To the best of our belief Personnel and Industrial Relations Associations have not admitted union members. The feeling of a number who have been consulted on the point feel that it would be undesirable to admit union members inasmuch as the discussions themselves often concern matters of union relationship and it would be unlikely that members would discuss the points freely if union men were present. Has any reader any experience with admitting union members into personnel or industrial relations associations?

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### Suggestions Pay

Everybody knows that it is possible for almost any employee to make a suggestion which will save money. This is particularly true in manufacturing companies. Apparently however, very few companies actually pay for good suggestions and many companies do not have suggestion systems at all. *The Remington Rand Company*, makers of office machines and office equipment, have just made the five thousandth award for employee ideas that have been adopted by the company. James Visingardi, a paint sprayer in the company's plant at Ilion, New York has suggested an improved method of finishing the covers for a bookkeeping machine. None of the experts thought it would work but it did and Visingardi has been given a \$250. "down-payment" on his suggestion. After the idea has been in use for six months it will be appraised on the basis of the saving and an additional cash award will be paid. Suggestions via employees not only pay off in dollars through cost reduction but, properly handled, make employees feel that it is worthwhile working.

### Selling The American Free Enterprise System

In last month's PERSONNEL JOURNAL Harold F. North, Director of Industrial Relations for *Swift & Company*, Chicago, wrote under the title "Employee Communication" telling of the socialist principles which are being taught rather widely

in our schools and colleges today. In this issue there is an editorial pointing out that modern American business is one of the strongest influences towards higher morality. But the *Johnson & Johnson Company*, makers of hospital supplies of New Brunswick, New Jersey, are actually doing something constructive by telling young America how the free enterprise system works. Two hundred senior students from the New Brunswick and St. Peters High Schools took over management of the corporation for a brief period recently. The plan was modeled on the familiar one usually called "Mayor For a Day" and its originator was Vincent P. Utz, manager of recreation of the Company. George F. Smith, President of Johnson & Johnson briefed the students before they went on the job. He said "our American economic system is gravely threatened by ignorance. There are many Americans who haven't the slightest idea of what makes our system work. In your work today you will observe that all our efforts in all departments and divisions are designed to serve and satisfy our customers. There is only one person who determines the success of any business. He is the customer and you must satisfy him. Each American's personal standard of living will rise in proportion to how much all of us produce. The future depends on you."

The great value of the plan was to give young students, who in a few years will be in business, a clearer idea of what business is like. More plans of this kind will help to dispel the ignorance of the real nature of American business.

### Apology

The Editor regrets that the credit lines which were requested by Mr. Nicol were not included with his article "Management Through Consultative Supervision" which appeared in the November issue.

Miss Betty Bridges of the Science Research Associates, Chicago was helpful in program ideas and was responsible for the good editing job.

Dr. P. S. Cabot of Booz, Allen & Hamilton spent a great deal of time on the planning and in the final editing of the article.



## Across The Editor's Desk

**M**EMBERS of the *National Office Management Association* are familiar with the monthly magazine called "*Noma Forum*". The December issue carries a feature called "*Research Revelations*" by Vaughn Fry. This reports five surveys among Noma members.

1. *Lateness.* Twenty-three large companies were surveyed to find out how they handle the perennial problem of employee lateness. Three companies gave time off as a reward for punctuality and two companies posted the names of those who are periodically late.

2. *Personal Errands.* Fifty-five companies reported their policy on permitting time off for personal errands during working hours.

3. *Charitable Contributions.* Ninety-six firms reported on the policy of contributions by the company. Five of these companies gave to practically all of these solicitations. Three companies gave nothing. Fifty-six had arbitrary methods of arriving at the sum to be given while twenty-four budgeted a fixed sum annually and proportioned it out to the groups.

4. *Procedure For Purchasing Adding Machines.* One hundred ninety-eight companies were surveyed for the method used for purchasing adding machines. In fifty-six cases the office manager made the final decision as to the type of machine to be bought.

5. *Time Out For Executives.* One hundred sixteen companies throughout the country reported the average annual number of business days taken by executives for holidays. Two per cent of the companies gave no time at all (in addition to holidays) while at the other extreme sixteen per cent of the companies gave 30 days or more. Sixty per cent of the companies gave less than six days. Six per cent gave less than 20 days.

The article in December *PERSONNEL JOURNAL* "*College Courses for Personnel Work—Union and Management Preferences*", by Philip H. Kreidt and Harold Stone, has attracted a number of comments. Gladys F. Gove, Director Education and Vocations in Public Affairs Magazine writes, "I have been reviewing information on accepted professions. The difficulties in setting standards of training in personnel work appear to stem from the fact that there is no one professional organization in that field. An established profession usually has a strong national organization, membership in which is limited to persons trained, or at least experienced in the field. Is there any group of people engaged in personnel? If not, how can such an organization be formed?" It does not seem likely that personnel work will become a profession in the near future in anything like the sense in which medicine and law are professions. The reason is that the requirements for law and medicine have been developed through centuries to a point where it has been possible to fix them rather rigidly and to deny entrance into the profession to any not possessing that particular training. Under present-day conditions there is not much likelihood that personnel

will be able to reach this objective and it is not now desirable that it do so. There are several distinctly different jobs in the field. The general personnel worker and the labor negotiator are two distinct kinds of work which require different kinds of people and different information and abilities. There is as yet no agreement as to the most desirable kind of skill and knowledge for filling positions in a particular part of the personnel field. It is nevertheless true that standards of skill, knowledge and training should be raised but the personnel field is not yet anywhere near the place where people should be excluded from practicing it because of their lack of certain formal training or courses.

"*Industrial Nursing*", which calls itself "the Journal of the Nursing Industry" has an article on "*Evaluating the Services of the Industrial Nurse*", by Lucille Harmon who is assistant professor of nursing at Wayne University, Detroit. She says "the objectives of an industrial nursing service are determined by planned health policy." She then goes on to discuss the criteria for measuring the effectiveness of an industrial nursing service and concludes by saying "there is a trend to relate salary increment to quality of performance rather than to length of service. The service can be enlarged as nurses demonstrate their ability to improve the quality of their performance and increase the scope of their services. This is a task which industrial nurses must assume."

A recent employee handbook which has come to our desk is that issued by the *California-Pacific Utilities Company* with headquarters in San Francisco. They engage in the electric, gas, water and telephone business in various parts of California, Nevada, Wyoming and Idaho. This employee guidebook is more than ordinarily attractive. The front cover shows a map of the Pacific coast region showing the areas served by the company. The booklet is informal and chatty in style and is printed in two colors with attractive sketches illustrating each topic. D. M. Pritchett, Personnel Director of the company says that the guidebook was sent to the homes of all employees with a letter of transmittal from the President of the company, Mr. J. A. Ward.

Many companies have developed written policies covering personnel matters. An illustration of an excellent and carefully worked out policy is one just received from *Socany-Vacuum Oil Company*, 26 Broadway, New York 4. Mr. J. C. Sweeten of the Industrial Relations Department has forwarded a copy of the company's latest revision of the military training policy. He says any who wish a copy may obtain it by writing to Mr. W. H. Montgomery, Manager Industrial Relations of the company at the New York office.

"*News Bulletin*" is the monthly publication of the *National Restaurant Association*, 8 South Michigan Avenue, Chicago 3, Illinois. This gives news and short articles of interest to restaurant managers. It is printed attractively by Varitype and the offset process and usually appears in 12 or 16 pages, size 8½ x 11.

One of the most attractive Chamber of Commerce magazines and one of the best written is "*Greater Pittsburgh*", published by the *Chamber of Commerce of Pittsburgh*,

Penna. Pittsburgh's success in its non-partisan campaign for the improvement of greater Pittsburgh is not as well known as it should be. This program has crossed political, religious and industrial lines to bring improvements in government and in business and industrial conditions to Pittsburgh. One of its important successes has been an abatement of the smokiness for which Pittsburgh is famous. Actually a number of other mid-west cities could be named that are much dirtier than Pittsburgh is today.

Bob Breth writes that he has received over one hundred inquiries from the United States and Canada in response to a notice which appeared in the November issue of *PERSONNEL JOURNAL*, which referred to his survey "*Formal Education for House Organ Editors*". Bob says "this is an interesting confirmation of the readership of the *JOURNAL*. On behalf of the Association I want to thank you for the cooperation you have shown in publicizing the work the Association is doing". The October issue of "*Quotes Ending*" has just come to hand. It contains five pages of news that will be of interest to editors of employer-employee publications.

An unusual booklet has just come to hand from the *Australian Department of Labour and National Service*. It is called Bulletin No. 12, "*Working Conditions in the Brick, Tile and Pipe Industry*". This is a well organized and handsomely illustrated 52 page booklet which discusses among other things personnel practices prevailing in the industry.

An unusual little handbook has been received from the Croft Press, Farmingham, Kent, England entitled "*The Canteen Workers Manual*" by A. D. Lacy. In England, of course, the cafeteria is known as the Canteen. This practical little booklet is 29 pages in size 4 x 5 inches. It tells about the job of running a canteen, keeping the customer contented, serving, cleanliness, avoiding accidents, "don't keep them waiting", care of equipment and conclusion. It is available at 30¢ a copy and contains many practical points. It is written for the guidance of canteen or cafeteria workers. A number of the practical points are "when serving soup, ladle from the bottom to stir up the contents. Do not leave oven doors open. Not only should you know the correct size of portions, but all should be served alike as far as possible." There are several hundred very practical suggestions of this kind for guidance of canteen workers.

One of the most useful publications which comes to hand is a monthly "*Library Accessions Bulletin*" of the *Industrial Relations Library* at the *Massachusetts Institute of Technology*, Cambridge 39, Mass. The November issue lists about 250 books and articles under convenient headings such as Collective Bargaining, Job Evaluation, Unions, etc.

From the *Industrial Relations Section of Princeton University* comes a new bibliography, No. 24 containing references to "*Technological Change Under Collective Agreement*". This lists 17 items. It is available at the price of ten cents.

The *Graduate School of Business Administration, Harvard University*, Cambridge,

Mass. has issued under date of November a list of recent publications of the division of research. It lists about 40 items including "The Use of Training Girls in Department and Specialty Stores" and many others relating to general management as well as personnel management.

The *National Industrial Conference Board* has issued three surveys. One is a study of rules as shown by the handbooks issued by three hundred companies. They report that several companies use the cartoon method of putting over their ideas with the minimum of text. Another report gives an analysis of government welfare payments to individuals including such benefits as those provided by social security program. The third report is a survey of public relations programs in industry. They say "the most tangible results are reported by 10% of the companies cooperating in this survey whose practice it is to have opinion surveys made."

The *American Management Association* has issued a list of publications available to non-members and listing prices. These include items on personnel management, office management and financial management. The list may be obtained by writing to the Association at 330 West 42nd Street, New York 18, N. Y.

PERSONNEL JOURNAL for November carried an article by Miss Esther R. Becker of *Forstmann Woolen Company*, called "Office Manners—The Gals Talk Back". This has brought a number of comments and several requests for reprints. Reprints of the article can be furnished by writing Personnel Journal, Swarthmore, Penna. at 25¢ each. Miss Becker writes "thank you for the prominence given my article in the November issue of Personnel Journal. A number of people have commented favorably about this and I appreciate the opportunity you have extended to me."

"Recorded Dramatized Case Studies" is the title given to a method of training issued by *Training Services Incorporated*, 633 North Water Street, Milwaukee 2, Wisc. These recorded dramatized case studies illustrate problems in human relations in industry. They are true cases of conflict between supervisors and workers in industrial organizations. They have been selected because they are typical of what goes on in industry. They have been done by professional radio writers and speakers. In each record the story ends with a crisis requiring action to be taken. The solution to this conflict is not given but constitutes a problem to be solved by the group of listeners.

Six reports have just come from the *American Management Association*, 330 West 42nd Street, New York 18. Each one contains from 30 to 60 pages and incorporates from three to six topics by as many speakers or writers. These are all in the Personnel Series as follows—

113. Influencing and Measuring Employees Attitudes.
  115. Problems and Experience Under the Labor-Management Relations Act.
  117. New Patterns of Employee Relations.
  120. Executive Personality and Job Success.
  121. Personnel Functions in the Line Organization.
  122. Operating Under the NMRA, and Relation of Wages to Productivity.
- These are obtainable at prices ranging from 75¢ to \$1.25 each.

## Book Reviews

CLERICAL SALARY ADMINISTRATION. By Life Office Management Association, Clerical Salary Study Committee. 220 pages, 1948. Edited by Leonard W. Ferguson, Ph.D.

The work of the L.O.M.A. Salary Committee is not new to those who have studied formalized salary plans for the past decade. Descriptions are given of two distinct methods of developing and installing comprehensive wage and salary programs. Both the Job Element Evaluation Plan and the L.O.M.A. Point Evaluation Plan were developed by, or under the sponsorship of the Clerical Salary Study Committee. The Job Element Plan is based on the kind of work peculiar to the insurance industry. In certain clerical work there are a limited number of operations which can be performed; and the difference among jobs can be measured by the difficulty, number and variety of the operations involved in each job. Therefore, differences among jobs are to be found in the manner in which these fundamental operations are combined, rather than in the underlying nature of the operations themselves. The L.O.M.A. Point Evaluation Plan is of the usual pattern with special adaptations designed to meet the peculiarities of the insurance business. Chapters of the book are devoted to Job Analysis and Preparation of Job Descriptions, Job Pricing, Employee Evaluation, and Wage and Salary Administration. In this reviewer's opinion, this book should be a "must" in the library of all who are interested in the field of wage and salary compensation.

Philip W. Jones  
Hilton Hotel Co.

INSIGHTS INTO LABOR ISSUES. Edited by Richard A. Lester and Joseph Shister. New York: The Macmillan Company, 1948. 368 p. \$4.00.

*Insights into Labor Issues* does exactly as its title implies. It consists of thirteen essays written by different authors, largely but not entirely about the economic aspects of union organization. There is some consideration of worker motivation; a chapter on grievance procedures which points out the need to differentiate between judicial functions (the terms of the union agreement) and legislative functions (grievance proceedings); a chapter on union-management cooperation; a chapter on multiple-employer bargaining, to name a few, and there are conclusions at the ends of the chapters pointing toward the trends of the union-management relationship.

In chapter one the author calls attention to the fact that in one union, the UAW, but in two different locals, there is a great difference in the union-management relationship. In the one local in which there is an unusually bad relationship the trouble occurs because of a clash of ideological differences, and this clash "seems to color even the day-to-day relationships from top to bottom, and comes into sharp focus in struggles over negotiations of new agreements." In the other local the "relationship is characterized by cooperation. The company and the local union center collective bargaining on problems rather than principles." An ideological difference has not been seated at the bargaining table. This experience and its causes

is in agreement with the findings of the National Planning Association in its "Causes of Industrial Peace Under Collective Bargaining."

There are a few faults in the book which are "faults of omission rather than commission." For example, in discussing those factors which are not conducive to union-management cooperation there is no mention of the fact that union leaders as well as union publications are compelled continually to arouse enthusiasm for union objectives among the rank-and-file workers. To do this, union leaders feel that management must be pictured as an enemy. The book makes no mention of the fact that high wages or financial security is no guarantee of industrial peace, and it does not give insight into the theory that the lack of inner feelings of security oftentimes causes men to act irrationally thereby thwarting union-management cooperation. Even though there are some omissions the book is very readable, well edited and, coupled with some practical knowledge, it will take the reader far into an *Insight into Labor Issues*.

F. C. Smith  
Inland Steel Co.

THERAPEUTIC AND INDUSTRIAL USES OF MUSIC. By Doris Soibelman. New York: Columbia University Press, 1948. 274 p. \$3.00.

This book is a review of the literature and it contains thirty-seven pages of bibliography from which the findings are reviewed. Anyone interested in making his own study of music will find this book a valuable reference source. As stated by the author in the preface, the survey of literature was begun on music therapy but, "it soon became apparent that many of the articles which lauded the efficacy of music therapy were written by people whose knowledge of the subject was confined to an interest in music and who wished to bring to the hospital patient a measure of relaxation and enjoyment that they themselves experienced when playing or listening to music." Also, "it was felt that some of the results from industry might be applicable to a study of the medical use of music."

To those who are interested in the psychological aspects of industrial personnel administration this book will be interesting and enlightening. It has only one chapter on "Music in Industry", consisting of thirty pages. But all of the other chapters, which deal mainly with the therapeutic aspects of music, contain much information that can be used by the psychologically-minded personnel administrator in building an efficient and happy working group. For instance, there is a good chapter entitled, "The Application of Music," and some of the principles set forth can be useful in industry. Also, there are chapters, "Experiments on Physiological Effects" and "Experiments on Mood Effects," which contain summaries of experimental findings. These findings can have useful applications in the industrial situation.

The book is not a large one but the author has performed a masterful job in getting a review together from so many references in such a small amount of space. It is excellently organized and well written and one has confidence in its authorita-

tiveness. This reviewer was pleased with its contents and glad to find that results to date of experiments with music along the lines of the therapeutic and industrial uses has been brought together in one volume.

Lawrence G. Lindahl  
The Todd Company, Inc.

MANAGEMENT PROCEDURES IN THE DETERMINATION OF INDUSTRIAL RELATIONS POLICIES. Princeton, N. J.: Industrial Relations Section, Department of Economics and Social Institutions. Princeton University, 1948. 81 p. \$2.00.

COMPANY-WIDE UNDERSTANDING OF INDUSTRIAL RELATIONS POLICIES. Princeton, N. J.: Industrial Relations Section, Department of Economics and Social Institutions. Princeton University, 1948. 78 p. \$2.00.

Since its establishment in 1922, the Princeton University Industrial Relations Section has consistently been to the fore in its annual conferences, in its publications, and in other ways. These two pamphlets are of the same high caliber and down-to-earth usefulness that has marked most of the work of the section. They are the product of a survey of eighty-four companies, well distributed as to size and variety. Since the survey embraced direct contacts with management and (as to the second pamphlet) union leaders, as well as questionnaires and desk research, each of the two pamphlets has a depth that cannot result from studies based exclusively on the questionnaire. Helen Baker, the associate director of the Industrial Relations Section has written both of them, aided by research assistants.

In addition to being scholarly and objective, each study is recommended to the personnel man who needs leverage in getting his management off center as to formulating policy or as to getting the policies out to where the employees work and where the policies are supposed to be applied. Judicially boiled down and offered to the boss at the right time, one or the other of these booklets may resolve one of those running arguments which shorten the tempers and lives of some industrial relations folk. Would your management be influenced by the fact that out of the eighty-four companies considered, twenty-seven use special letters or regular management bulletins to advise supervisors of contract interpretations; that the house organs of 34 per cent of the companies having unions give some space to the fact that there is a union; that committee formulation of industrial relations policy is increasingly the pattern; that supervisors' participation in policy formulation may result in a slower pace, but is "worth while in terms of improved policies and more effective administration?"

James W. Tower  
Industrial Relations Counselors, Inc.



## SITUATIONS WANTED

**PLANT PERSONNEL AND INDUSTRIAL RELATIONS ASSISTANT.** Chemical Engineer graduate, Yale Univ.; Industrial Relations and Personnel Administration, Columbia Univ.; 7 years of progressive responsibility; Veteran. Box 17, Pers. Jour.

**PERSONNEL ADMINISTRATION POSITION.** Graduating from Midwest University Feb. '49, major in Psych., minor in business. Veteran, age 29, married, pleasing personality and appearance. Will work anywhere. Box 44, Pers. Jour.

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**PERSONNEL & INDUSTRIAL RELATIONS DIRECTOR.** 35 years old; college graduate, psychology major. 12 years experience in all phases of personnel & industrial relations work in varied industries, including multi-plant organizations. Particularly interested in the general field & only in a position of responsibility with the necessary authority. Box 46, Pers. Jour.

**PERSONNEL WORK.** B.A. in economics, 1943, 4 years military service; will graduate in December M.B.A. in personnel administration. Age 27. Desire chance to gain experience in the field. Box 47, Pers. Jour.

**PERSONNEL ASSISTANT, INDUSTRIAL RELATIONS ASSISTANT OR INTERVIEWER.** 11 years broad successful experience in industry. Degree in Industrial Relations. Free to travel anywhere. Veteran, 32, married. Box 48, Pers. Jour.

**INDUSTRIAL RELATIONS.** Cornell graduate in personnel and labor relations, veteran, 24, offers specialized training in field combined with engineering background. Practical experience in steel, textile and government. Box 49, Pers. Jour.

**PERSONNEL ADMINISTRATION:** Industrial engineer with 15 years diversified business experience, culminating in two years in retail field as assistant to president handling all phases of personnel program. 37, married. Box 50, Pers. Jour.

**PERSONNEL OR TRAINING DIRECTOR.** Now directing a comprehensive program of personnel administration including employee relations, job classification and safety. Also consultant on management and methods. Ten years personnel experience with engineering and accounting. Age 40. Box 51, Pers. Jour.

**MANAGEMENT TEAM** currently employed by national manufacturer in metal-working and electrical products industry. Will provide coordinated direction of personnel procedures and human relations, manufacturing planning and incentive management. Business and mechanical backgrounds; installation and training experience. Youthful. Seasoned. This combination offers immediate and long range values to sound, progressive organization desiring to improve existing effective relationships. Unusual collaborative ability plus specialized experience forms commonsense basis for developing continuous and cooperative relationships between the various management and operating levels. Box 52, Pers. Jour.

## HELP WANTED

**TRAINING SPECIALIST:** Permanent job under Director of Personnel and Training to assume major responsibility for professional training for well-established national health agency. Health experience not essential. Under 40 years. Free to travel. \$5000 with increase to over \$6000. Send experience resume. Box 42, Pers. Jour.

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

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# Conference Calendar

## MARCH

- 3-5 Cleveland. Hotel Carter.  
*American Society of Training Directors.* Fifth Annual Conference. F. S. Laffer, Care Cleveland Graphite Bronze Co., 17000 St. Clair Ave., Cleveland.
- 24 New York. Waldorf-Astoria.  
*National Industrial Conference Board.* Regular meeting. S. Avery Raube, 247 Park Ave., New York 17.
- 23-24 College Station, Texas.  
*Texas A. & M. College.* Second Annual Management Conference. Devoted to Job Evaluation and Merit Rating. Guy Johnson, Jr., Conference Director.
- 24-25 Minneapolis, Minn.  
*University of Minnesota and S. A. M., Twin City Chapter.* Seventh Annual Industrial Relations Conference.
- 29-1 New York. Hotel Pennsylvania.  
*Safety Engineers.* Annual Convention. Paul F. Stricker, Greater N. Y. Safety Council, 60. E. 42nd St., New York 17.

## APRIL

- 2-8 Detroit. Hotels Statler and Book-Cadillac.  
*Amer. Asso. Industrial Physicians & Surgeons* and Industrial Health Conference; Amer. Conf. Gov'tal Indus. Hygienists, Amer. Indus. Hyg. Asso., Amer. Asso. Indus. Dentists, Amer. Asso. of Indus. Nurses, Dr. E. C. Holmblad, 28 E. Jackson Blvd., Chicago 4.
- 14-15 New York. Hotel Pennsylvania.  
*American Management Association.* Production Conference. James O. Rice, A. M. A., 330 W. 42nd St., New York 18.
- 19-20 Berkeley, California. Claremont Hotel.  
*California Personnel Management Association.* 21st Pacific Coast Management Conference. A. B. Tichenor, 442 Flood Bldg., San Francisco 2.
- 21-22 New York. Hotel Pennsylvania.  
*S. A. M. and A. S. M. E.* Fourth Annual Time Study & Methods Conference. S. A. M., 84 William St., New York 7.

What happens when labor agreements are negotiated on an industry-wide basis? The history of collective bargaining in bituminous coal should make other industries hesitate before going too far in the same direction lest they find that in their agreements with labor they have "priced themselves out of the market."

# Collective Bargaining in Bituminous Coal<sup>1</sup>

BY WALDO E. FISHER, University of Pennsylvania

COLLECTIVE bargaining is a device by which workers seek to minimize insecurity and inequality of treatment and to maximize earnings and opportunity. Its role varies in importance from plant to plant and industry to industry. Its value varies directly with the degree of disorganization in the industry. It is needed most where competition is ruinous, profits are low, price wars are prevalent, wages have no floor, hours no ceiling, and working conditions no minimum standards. It was because these conditions have prevailed in the bituminous coal industry throughout so much of its history that labor organizations appeared before 1850 and became a factor in a large portion of the industry.

Organization remained within state lines until successive price wars accompanied by wage reductions led the operators and miners of Illinois, Indiana, Ohio, Western Pennsylvania, and West Virginia to call the interstate conference of 1886. The agreement negotiated that year was short lived, and its collapse was followed by price wars and strikes which eventually resulted in the general strike of 1897. This stoppage was followed by a new agreement between operators and miners in Illinois, Indiana, Ohio, and the Pittsburgh field of Pennsylvania, which set up an eight-hour day, wage scales in some selected occupations paid on an hourly or day basis, and standard tonnage rates for "basing points" in the area to which other tonnage rates were to be related.

This collective bargaining arrangement, known as the Central Competitive Field Compact, remained in effect for 29 years, although in four years when the conferees deadlocked, district contracts were negotiated. Collective bargaining in this industry was not confined to the Central Competitive Field. In 1902, the operators of Arkansas, Kansas, Missouri, and Oklahoma established the "South-

<sup>1</sup> This article is a summarization of the findings presented in the monograph of the same title published for the Labor Relations Council of the Wharton School of Finance and Commerce by the University of Pennsylvania Press

western Interstate Field Compact'' which also achieved a long history of collective bargaining. Islands of collective bargaining also flourished in central Pennsylvania, Iowa, Montana, Michigan, much of Washington, as well as western Kentucky, Wyoming, and certain sections of West Virginia.

#### COLLECTIVE BARGAINING WHEN UNION AND NON-UNION OPERATIONS SERVE COMMON MARKETS

Under the Central Competitive Field Compact, the operators of Illinois, Indiana, Ohio, and the Pittsburgh field of Pennsylvania operated under union agreements while most of their competitors in eastern Kentucky, a substantial majority in West Virginia and Tennessee operated on a non-union basis during much or all of the period. How did collective bargaining function during the 29 years that this condition prevailed in the industry? Data compiled from many sources throw light on the behavior of wages, hours of work, time worked by the mines, the rate structure, production, mechanization, employment, and related factors in both the union and non-union fields.<sup>2</sup>

*Trend of Hourly Rates of Pay.* For the 11-year period, 1912 to 1922 inclusive, a comparison of the wage rates paid by the operators of eastern Kentucky, West Virginia, and Tennessee, most of whom ran non-union operations, with those in effect in the Central Competitive Field shows that the union tracklayers received on the average 13 cents an hour more than the non-union tracklayers and the union inside day laborers 17.8 cents more than the non-union inside day laborers. A comparison of the hourly earnings of all wage earners in selected years in the twenties and early thirties discloses that the average hourly earnings of the unionized workers greatly exceeded those of the non-union workers.

*Hours of Work.* The union mines operated on an 8-hour day during the 29 year period in which the Compact was in operation. In contrast, the employees in the non-union mines worked much longer hours in the early years—9.6 hours per day as late as 1912—and continued to work substantially longer hours than the union workers until 1917, when the length of the working day fell to 8.7. After 1919, the daily hours of work in the two areas were not far apart. For the eleven-year period, 1912 to 1922 inclusive, for which comparable data were available, the non-union employees, on the average, worked 48 minutes longer each day. Taking the 11-year period beginning in 1912, the non-union mines averaged 209 days per year and the union mines only 187 days. After 1924 the non-union mines averaged an even longer working year, especially in the years 1926 to 1929.

*Average Annual Earnings.* The average annual earnings of tracklayers and inside day laborers in the union fields exceeded those paid in the non-union fields in every year of the 11-year period. The differential in favor of the union tracklayers for the period as a whole was \$60 per year and that of the inside day laborers \$157 per year.

<sup>2</sup>Important among the sources of data used in the analysis that follows are those published by the U. S. Coal Commission of 1922, the U. S. Geological Survey, the U. S. Bureau of Mines, the Bureau of Labor Statistics of the U. S. Department of Labor, the 1922 contract for the operation, and the United Mine Workers of America, the Federal Trade Commission, and the U. S. Bureau of Internal Revenue.

*Wage Differentials in the Union Fields.* A study of the rates of pay of selected occupations in the union fields for the 29-year period discloses that wages moved in union until 1918, when a fanning out process began and the increases granted to inside common laborers and to a lesser extent to the semi-skilled tracklayers greatly exceeded those given to the more highly skilled pickminers and machine miners. The increases of the inside day laborers for the entire period amounted to 316 per cent, those for tracklayers 295 per cent, and those of the pickminers to only 165 per cent.

This comparison of rates of pay, daily hours, days worked per year, and annual earnings of the employees of union and non-union mines which served the same coal markets makes it clear that the United Mine Workers of America, under the Central Competitive Field Compact, was able to win wage increases which were substantially higher than those prevailing in the southern non-union coal fields. Moreover, despite a much shorter workday and a substantially shorter working year, the union was able to maintain higher annual earnings throughout much of the period.

#### IMPACT OF COLLECTIVE BARGAINING ON UNION OPERATIONS

What effect did this collective bargaining arrangement have upon the competitive position of the northern and southern areas? A study of production trends from 1896 to 1927 shows that the Central Competitive Field had great difficulty in holding its percentage of the total coal produced in the United States until 1921. Thereafter its percentage declined substantially. The percentage contributed by the southern coal fields, in which well over half of the production was mined under non-union conditions, rose steadily except for minor fluctuations, surpassed the union areas in 1925, and continued its rise until 1927. In 1898, when the Central Competitive Field Compact was established, the northern areas produced about 38 per cent of the total United States output and the southern fields only 13 per cent. In 1927, the southern fields produced about 38 per cent and the northern fields only 25 per cent. It should be pointed out, however, that part of the gains made by the southern area must be accounted for by the fact that it contained many newly-opened fields in which marked growth was inevitable. The rapid increase in production in the southern fields, however, must be explained to a considerable extent by the competitive advantage held by the southern operators as the result of more favorable terms and conditions of employment. This conclusion is substantiated in part by the fact that after 1927, when the Central Competitive Field Compact was discontinued, the southern areas apparently made no further gains, and the output for both areas moved in parallel lines for the rest of the period.

#### SOUTHERN PRODUCERS MAKE MORE MONEY

Costs and operators' margins are the best indicators for disclosing the competitive positions of the two groups of operators. Federal Trade Commission data show that labor costs in the northern areas were 8 cents a ton *above* those of the southern areas in 1918 and 9 cents a ton *below* those prevailing in the southern fields in the

first quarter of 1920. In the first period, however, the margins—the differences between total costs (exclusive of Federal taxes, interest on investments, and sales expense) and average sales realization—of the southern operations were 21 cents a ton higher than those received by the northern operations. In the first quarter of 1920, despite the fact that they charged 33 cents a ton *more* for their coal than their union competitors, the margins of the southern operators were still 13 cents a ton higher than those received by the northern operators. In 1921, as reported by the United States Coal Commission of 1923, the labor costs of union operators exceeded those of the southern operators by 18 cents a ton, and their margins fell short of those of the southern operators by 10 cents a ton.

The gains made by the southern fields at the expense of their northern competitors are also explained in part by their superior coals. That their coals, taken as a whole, are of higher quality is evidenced by the fact that when the markets for coal were tight, they raised their prices above those charged in the union areas and thereby increased their net income and when, on the other hand, coal was plentiful and selling became difficult, they cut their coal prices below those of the northern areas. Price cutting was possible in the southern fields since the operators were not under a contract to a union and could cut wages and modify terms of employment as suited their needs. How this policy worked to the advantage of the southern operators is disclosed by what happened in 1922. This year was one characterized by sharp competition. The northern producers, operating under rigid union contracts, were unable to cut wages or reduce hours. Those operators in the south who had no contractual obligations slashed their wages and hours and thereby reduced their labor costs to the point where they were 56 cents a ton below those prevailing in the Central Competitive Field. They also cut prices drastically, with the result that average value per ton in the southern fields—which, incidentally, included the value figures of union operators in that area—was 31 cents a ton below that which the northern operators deemed it advisable to charge. By the use of these methods the southern areas managed to obtain average margins which were 10 cents a ton higher than those received by the operators in the Central Competitive Field.

### GROWTH OF MACHINE MINING

What action did the union operators take to offset the lower labor costs and selling prices of their southern competitors? One would expect them to turn to labor-saving devices and technological innovations. As early as 1896 the northern states mined as much as 22 per cent of their underground production by machine, as compared with 2.3 per cent, the proportion mined by this method in the southern states. The northern states maintained their leadership until 1916, when about 71 per cent of their total underground coal was mined by machine. The next year the per cent of machine production in the southern states surpassed that in the northern states and, except for 1930 and 1931, maintained the lead until 1941, when the northern fields again moved out in front.

On the eve of World War I the industry turned to strip mining and in the early twenties to mechanical loading of underground coal. Both types of mining made great advances in the northern fields. By 1936, 21 per cent of the northern coal was produced from strip pits and 48 per cent was mechanically loaded. The comparable percentages for the southern fields were less than one-tenth of one per cent and 5.7. The lag in strip mining in the southern areas in part may be explained by unfavorable geological conditions and terrain. The fact that stripping operations in the southern fields were increased sharply in 1942 suggests, however, that the lag must be accounted for by factors other than seam conditions and terrain.

#### COLLECTIVE BARGAINING FOR ONLY PART OF THE INDUSTRY

How may we summarize this experience with collective bargaining in the Central Competitive Field, in which the area of bargaining excluded a very substantial number of producers competing in common markets? In this highly competitive and overdeveloped industry, an aggressive union raised the rates of pay substantially, reduced daily hours materially, and notwithstanding a much shorter working day and working year, maintained the annual earnings of its members somewhat above those in the non-union operations. These achievements, however, placed the union operators at a decided competitive disadvantage since they were obligated to produce their product under rigid contracts which imposed inflexible wage scales on them and, since wages constituted a very substantial proportion of their total costs (60 to 65 per cent), took away their control over prices. The non-union competitors, operating under individual contracts, retained control over their wage scales and prices. They were able to adjust both their rates of pay and prices to changing business conditions and thereby undersell their competitors and maintain a much better profit position. As a result, the non-union operators took away much of the business of their union competitors. To offset this trend, the union operators turned to technological innovations, which at first counteracted in part the encroachment of the non-union operations. The non-union producers, however, also resorted to mechanization. When mechanization in the non-union operations caught up with that in the union operations, the situation became intolerable for the union producers.

#### RETURN OF RUTHLESS COMPETITION: 1927 TO 1933

When the union would not make concessions to the northern operators which would place them in a competitive position with their non-union competitors, many of them decided to discontinue their bargaining arrangements with the union. Most of the operators in Ohio and the Pittsburgh field of Pennsylvania refused to negotiate new agreements in 1927. The few companies in Ohio which did so, secured a wage reduction of \$2.50 per day and then refused to renew their contracts in 1930. The operators of Illinois and Indiana, who were in a more favorable competitive position, established new contracts which granted reductions that amounted to

\$1.40 a day. The downward movement of wages which began with the collapse of the Central Competitive Field Compact was further augmented by the depression in the early thirties. By 1933, average hourly earnings in this industry were 50 cents as compared with 79 cents in 1926, and annual earnings during the same period fell from \$1489 to \$752. Only the consumers benefited from this condition since the price of coal dropped to very low levels.

The percentage of the total tonnage to which union contracts applied in 1933 was less than 20 per cent instead of 72 per cent, the proportion for which the union negotiated contracts at the height of its power. The situation looked very black indeed for the employees of the bituminous coal industry. The National Industrial Recovery Act of 1933, however, was a boon to the United Mine Workers. Hundreds of organizers scurried through the coal fields to carry the news that the United States Government guaranteed all workers the right to join unions of their own choosing. Union membership grew by leaps and bounds even in the strongest non-union citadels. In a surprisingly short time most of the coal fields were organized. After months of protracted negotiations, the miners union, with the help of Federal agencies, negotiated wage agreements for practically the entire industry.

#### THE FUNCTIONING OF COLLECTIVE BARGAINING IN AN ORGANIZED INDUSTRY

We are now confronted with a condition in which, for practical purposes, the entire industry is organized. How does collective bargaining function in such a situation? Collective bargaining in bituminous coal, strictly speaking, is not on an industry-wide basis. The bargaining arrangement which replaced the Central Competitive Field machinery until April 1941, conformed more closely to the competitive situation in the industry. It included the producing fields of Pennsylvania, Ohio, Virginia, West Virginia, northern Tennessee, and eastern Kentucky. The operators of Illinois and Indiana no longer were represented in this determination of wages, hours, and conditions, but, like those of all other outlying districts, adjusted their terms of employment to those adopted by the Appalachian (Interstate) Conference, which included operators producing more than 70 per cent of the tonnage. In March 1941, the Appalachian Agreement collapsed because of the unwillingness of the southern operators to eliminate the North-South wage differential. Thereafter until 1948, the Conference which negotiated the basic agreement for the industry was limited to Pennsylvania, Ohio, northern West Virginia, western Maryland, and Michigan. In 1948, however, the Appalachian Conference was re-established and served as the bellwether for the industry.

The agreements of 1935 established wage rates for most of the industry. Subsequent contracts widened the gap which has consistently separated, to the miner's advantage, the hourly earnings in bituminous coal and manufacturing industries as a whole. Hours of work, which for well over two decades have been much lower in the bituminous coal industry than in manufacturing as a whole, were substantially increased in 1944 and exceeded those worked in manufacturing in 1945. Annual



earnings, which during the depression had fallen below those in manufacturing industries as a whole, moved at about the same level from 1934 to 1943 and thereafter rose at a much faster pace.

Figures from the Bureau of Labor Statistics show that in 1947 bituminous coal miners earned \$1.63 an hour and manufacturing wage earners \$1.22. The data for annual earnings were \$3,477 and \$2,561 respectively.<sup>3</sup> These wage increases were reflected in higher labor costs, which rose to \$1.76 a ton in 1945 compared to \$.63 in 1933. The higher costs in turn affected the operators' margins. After 1933 until World War II, the operators reported a plus income in only one year. The Bureau of Internal Revenue data on net income and deficits disclose that in as prosperous a year as 1925 only 1065 out of 3650 returns submitted for this industry reported a net income, while in the depression year of 1932, 1575 out of a total of 1897 returns reported no net income. The situation improved after 1933, but the industry as a whole continued to report deficits until 1940. The net income during World War II was far below that of World War I. In 1943, the industry reported a net income of 94 million. It is interesting to note that in that year 36 per cent of the corporations reported no net income.

#### TECHNOLOGICAL INNOVATIONS

Confronted with substantial increases in wage rates and higher labor costs, the operators continued to mechanize the mining process. It is interesting to note in passing that the rate of mechanization was halted in 1931; the per cent of mechanically mined coal remained fairly constant from 1931 to 1933—years characterized by substantial wage reductions. The upward climb of wages which began in 1934, however, was accompanied by a more rapid increase in the per cent of coal mined by stripping and a very sharp rise in the proportion of coal mechanically mined. The unionization of the southern areas by the United Mine Workers in the fall of 1933 served as a real incentive to the southern operators to increase their proportion of mechanically mined and loaded coal. In 1945, approximately 83 per cent of the northern underground coal and 51 per cent of the southern underground coal was mined mechanically.

Some idea of the extent of mechanization in this industry is indicated by the figures for the period 1922 to 1945 inclusive. During these years, the proportion of underground coal cut by machine rose from 64.8 to 90.8 and that loaded mechanically from 0 to 56 per cent. In addition, the proportion of the total output mined by strip pits increased from 2.4 to 19 per cent, and that mechanically cleaned rose from 4 to 26 per cent. These data show a very substantial substitution of capital for labor. Who gained from the very substantial technological developments since 1922? In answering this question the period will be broken down into two intervals. During the years 1922 to 1932 inclusive, neither the coal miners nor the operators received any benefits. Average hourly earnings for the industry as a whole fell

<sup>3</sup> Computed by the author from data on weekly earnings published by the Bureau of Labor Statistics.

almost steadily from a high of \$.845 in 1923 to \$.52 in 1932. The operators' profit position was greatly impaired. In fact, the industry as a whole reported deficits in 1925, 1928, and subsequent years. The 1922 margin of \$.36 per ton presumably was replaced by a deficit margin in 1925 and probably 1924. Except for 1929, this deficit increased in size each year until 1932. The consumers of coal, on the other hand, were the real beneficiaries. Average value per ton at the mine dropped almost steadily from \$3.02 in 1922 to \$1.31 cents in 1932. But the low price of coal was not a net gain. Undoubtedly the disorganization of so important a sector of our national economy brought in its wake heavy social and economic costs.

#### NEW CONDITIONS APPEAR

In the second period, 1933 to 1945, the consumers received little consideration. The forces of recovery, the enhanced bargaining power of the mine workers, and later World War II changed the whole picture. Average value per ton at the mine rose from \$1.34 to \$3.06 and average retail prices in 31 cities (unweighted average) from \$7.65 to \$10.27. The economic position of the operators showed some improvement in the earlier years, but the industry as a whole continued to report deficits to the Bureau of Internal Revenue until 1940 and deficit margins on their cost forms to other government agencies until 1941. During World War II the industry moved out of the red and reported substantial profits. Compared with 1922 and World War I, however, the industry was in a decidedly less profitable position.

Between 1933 and 1947 inclusive, the workers made tremendous gains. Hourly earnings rose 226 per cent and annual earnings 362 per cent. Comparable figures for manufacturing industries as a whole are 176 and 194 per cent. In 1947, the bituminous coal miners earned \$3,477 as compared with \$2,561, the annual earnings of manufacturing employees. In January of 1948, the soft coal workers were paid \$1.85 per hour and \$75.78 per week for a work week of 40.9 hours. Moreover, union contracts protect the miners in their job, guarantee them improved working conditions, provide them with substantial vacations and greater safety. Until the war years these contracts reduced working time to a seven-hour day and a thirty-five hour week, with time and a half for overtime over 7 hours a day and 35 a week. In recent years they have provided for pensions and the health and welfare of the miners by a royalty which in 1948 was raised to 20 cents on every ton of coal produced. These accomplishments are truly impressive.

#### SHARP DECLINE IN EMPLOYMENT OPPORTUNITY

The gains of the coal miners were not obtained without a price. Economic forces exacted their pound of flesh. Study of the annual reports of the U. S. Geological Survey and the U. S. Bureau of Mines discloses the impact of mechanization, more effective utilization, and the inroads made by competing fuels upon employment opportunity as measured by men employed and man-days worked each year per

million tons of coal mined. In 1922, the operators employed 1629 men to produce a million tons of coal; the number of men employed on this basis declined substantially until 1929, when only 940 men were employed. In the thirties, the number of men employed fluctuated at a higher level. The downward swing which began in 1939 carried the number of men employed per million tons of coal to 663 in 1945, a figure which should be compared with 1629, the number employed in 1922, and 1255, the number employed in 1933.

The data on man-days give a more accurate measurement of employment opportunity, since the operators, when confronted with layoffs have the choice of firing men or of working their employees fewer days per year. The trend of employment as measured by man-days worked per million tons was a downward movement except for the years 1931 to 1934 inclusive. In 1945, man-hours per million tons numbered about 173,000 as compared with 210,000 in 1933 and 231,000 in 1922. The reduction in man-days per million tons was not as great as the decrease in men per million tons because of a substantial increase in days worked per year in the forties. These data give a clear picture of the rate of displacement of human beings in the bituminous coal industry.

### CONCLUSIONS

What conclusions may be drawn from this economic analysis of collective bargaining in the bituminous coal industry?

The history of labor relations in bituminous coal shows the utter helplessness of the individual employee and employer in the face of economic forces and conditions that prevail in an overdeveloped industry. In any highly competitive industry in which the establishments are many and widely decentralized and supply common markets, collective bargaining under capable leadership is necessary not only to enable workers to maintain decent standards of living, but also to safeguard employers' investments.

Experience with labor relations in this industry also verifies the contention of economists that successful collective bargaining must embrace substantially all producing fields serving common markets. The failure of the Central Competitive Field Compact must be laid largely to union inability to organize the southern fields. No system of collective bargaining can long work if one group of employers must pay rigid wage scales and meet union standards of employment, while another group conducts its business under flexible wage scales and working conditions arrived at through individual bargaining. Under such conditions the non-union employers control both costs and prices and can therefore dominate the markets.

Once an industry, for practical purposes, is completely organized, the union is in a very strong bargaining position. The threat of non-union competition is gone. There is no one left within the industry to undersell the union operations and take away their markets. Moreover, the will to resist union demands on the part of the operators is greatly weakened, since the increased costs occasioned by such demands

can more easily be passed on to the public. Competition with substitute products is, of course, a restraining factor, but in this industry it has not been a very effective force since 1940. Under these conditions, organized workers can push up wages materially and secure greatly improved conditions of employment with relatively little resistance. Recent developments in this industry have demonstrated the truth of this statement.

A collective bargaining arrangement can be made to work in an industry in which one union has brought into its organization most of the employees in the industry. How well it will work will depend upon the economic statesmanship of the representatives of the two parties. If both parties will assume their responsibilities to each other and the public, relate their demands to the realities of economic life, and share the gains of progress not only among themselves, but with the public, industry-wide bargaining can be successful. If the employers fail to resist uneconomic and unreasonable demands of labor organizations, then the system may succeed but at the expense of the consumer. If labor leaders insist upon getting all the traffic will bear and disregard the rights of the employers and the public, including the right to share in scientific discoveries and technological improvements, industry-wide collective bargaining will fail to function in the interest of society as a whole, and organized labor will benefit at the expense of the public and probably the employers. The resulting higher costs and prices, sooner or later, will bring into play compensating economic forces—greatly intensified mechanization, product substitution, and better utilization of product—which will exact their toll in the form of a reduction in demand and reduced employment opportunity.



### *Holidays with Pay on Birthdays Won in Plant Contract*

Holidays with pay on their birthdays will be given to union employees of the Keystone Brass and Rubber Co., Broad st. and Lehigh av., Philadelphia, under terms of a contract signed by the company and Local 169, Warehouse Employees Union, AFL. The clause provides that any employee who chooses to work on his birthday will be given double pay.

Most of us learn to interview by working at it. Industrial psychologists who have been trained to use the "clinical" method are familiar not only with industrial management and psychological theory but also with the clinical method of appraising people by interview. Here are suggestions drawn from the clinical method by a practicing management psychologist which will help any interviewer improve his skill.

# The Clinical Interview

By J. H. McQUAIG, Industrial Psychologist  
Toronto

THE casual, short interview is practically useless in selection. Yet it is the most popular device in use for this purpose. One of the most difficult kinds of interviewing is for salesmen. Brief "sizing up" appraisals by most interviewers place too much weight on the candidate's appearance and congeniality, neither of which has much relationship to sales ability. Better results could be obtained by hiring men directly from a comprehensive application blank, without even talking to them. A glance at any convention group of successful salesmen will show that there is no common factor in their appearance which could be employed as a standard of selection. My experience in working with company clients has shown that successful salesmen vary in appearance from fat, tall, handsome, dark, to skinny, short, homely and fair. There is no definite appearance "type" which can be used as a criterion for selection. Unfortunately, however, almost every person has some personal preference, conscious or subconscious, which he looks for in the appearance of salesmen. Some like them tall, others go for stout, good-natured men; still others want strong chins, high foreheads or dark hair in their representatives. The casual interview gives all these preferences and prejudices a real opportunity to influence the interviewer because he has no opportunity to get to know anything about the man except the way he looks, talks and acts when he is putting his best foot forward.

If the applicant is congenial, a "nice guy" and socially skilful, he will likely make a good impression in the short interview and yet his "niceness" and congeniality have little bearing on his ability to sell. Hundreds of "nice guys" fail to make the grade as salesmen every year. Many of these pleasant fellows are deliberately charming in order that they can impress others well and gain advantages

from being well-liked. They are the "apple polishers" and "yes men" who get along well with people but fail to contribute much to the advancement of company business. They tend to lean on the company and exploit the sales value in company prestige and advertising. Their weaknesses do not show up until they are under pressure or subjected to some discipline.

### APPEARANCES ARE DECEIVING

Some of the qualities which make a salesman, such as persistence, hard work and steadiness of effort, cannot be determined by his personal appearance or social behaviour. The key to selling success lies in the "inner qualities" which cannot be appraised in casual interviews. In fact, the quick "sizing up" overlooks these important qualities entirely. How can it, then, be anything but valueless?

There are some people who feel that they have the ability to size men up quickly. However, most executives admit that this is impossible and many of them are using some additional methods for appraisal purposes. Any psychologist or psychiatrist who has completed formal training in the science of human behaviour, will admit that it is impossible to adequately appraise a man by looking at him and talking briefly to him. These professional people have a technique for appraising the "inner qualities" which determine a man's attitudes, motivation, stability and maturity.

This method, known as the clinical interview, consists of reviewing with a man his history in all phases of his life from early childhood to the present time. By stimulating a man to talk about himself in all areas of his development including family, work, social, economic, hobby and spiritual life, the trained psychologist can get a clear picture of the man's history and personality development. From this, he can make a fairly good prediction of his future performance. The clinical interview is based on the theory that men do not change very much from year to year in their basic habits and attitudes. Therefore, if you have a complete picture of a man's past performance, you can make a fairly accurate prediction of his future.

To use the clinical interview with complete effectiveness requires professional training and years of interviewing experience. The non-professional interviewer does not know the technique for getting information nor does he know the significance of the facts when he does unfold them. Good interviewing, particularly for salesmen, requires constant practice. In this regard, it is similar to piano playing, golf or any other skill. However, sales executives and branch managers can use a modified version of the clinical interview to great advantage in the screening and selection of sales applicants.

### HOW TO APPROACH THE INTERVIEW

If the technique is to be of value, it should be approached by the interviewer with the feeling that he has no ability to size men up. The purpose of the interview is only to get the man's history in some detail, with the reasons why he did those things in the past, and to get some general idea of his attitudes. The following suggestions may be of value to those who wish to attempt this type of interview.

1. Try to make the candidate feel at ease and keep the atmosphere one of friendly interest and congeniality. Advise him at the beginning that you need good salesmen and you are anxious to find out anything about him that would indicate that he is suitable for the job.
2. Let the candidate do most of the talking. Only talk enough to encourage his conversation along the right channels. Try to avoid giving him advice.
3. Try to pay little attention to the candidate's appearance, charm and congeniality or to the fact that you like or dislike him at the beginning. Once you know all the facts about his background, you may change your opinion of him entirely. Besides, maybe he can sell. The fact that you do not like him does not mean that he will not make a salesman. Try only to get his history and attitudes. Make no decision about him until you have all the facts.
4. Do not try to fool the applicant by trick questions. This will destroy the relaxed atmosphere of the interview with the result that he is put on guard, tightens up somewhat and withholds certain information. The interview may then deteriorate into a battle of wits with little information of any value resulting.
5. Do not ask questions in a manner that will suggest an answer. For example, do not ask "Did you leave school to help support your parents?" Rather, ask "Why did you leave school at that particular time?" The idea is to encourage the man to give you the true answer. If you suggest one that sounds better than the truth, he will probably use it.
6. Account for all the time in the applicant's life. If there is a period of six months unaccounted for, ask him what he did during that time. He may have been on an extended vacation, in an asylum or in jail. Those things are important to know.
7. Pay particular attention to any unusual facts in the candidate's history, especially if he is inclined to brush over them quickly and give a rather unsatisfactory explanation. Although the temptation is for the interviewer to skip over these things in order to avoid embarrassment, that is the wrong method. Instead, tell him that you do not quite understand his reasoning on that point and would be interested in having some more details on it. It is just as important to know why he did something as to know what he actually did. For example, if a two-week vacation was a contest prize for being top salesman it is a different situation from a two weeks' vacation taken because he was depressed and fed up with his job.
8. The following areas should be explored in order to get a complete picture of the man:
  - (a) Family
  - (b) Education
  - (c) Hobbies
  - (d) Work

- (e) Social
- (f) Economic
- (g) Health
- (h) Spiritual

### SOME SPECIFIC QUESTIONS TO ASK

The following questions in these areas are a small sample of the type of question which encourages the candidate to talk about himself. The questions here are by no means necessary in every case but they illustrate the type to use.

#### (a) *Family*

- (1) Have you discussed this job with your father? What is his opinion?
- (2) What is your father's occupation?
- (3) Has he tried to influence you in your vocational choice?
- (4) Was your dad strict with you when you were living at home? Did you ever have any serious conflicts with him?

#### (b) *Education*

- (1) What kind of student were you at school?
- (2) Did you ever fail a year?
- (3) Where did you usually stand in your class?
- (4) Did you like school?

#### (c) *Hobbies*

- (1) What do you do in your spare time?
- (2) How did you spend your evenings last week?
- (3) If you were not required to work for a living, how would you spend your time?
- (4) What kind of activities give you the greatest satisfaction?

#### (d) *Work*

- (1) What duties in your past work experience have you liked most?
- (2) What work do you feel you are not very good at?
- (3) Have you ever been employed in a job which required you to work overtime?
- (4) Do you find it difficult to get interested in work which you do not like?

#### (e) *Social*

- (1) Do you belong to any clubs or group organizations?
- (2) Do you entertain in your own home? How?
- (3) Do you think social drinking is a good thing?
- (4) What do you enjoy most in the way of amusement and entertainment?

#### (f) *Economic*

- (1) Have you ever been in debt?
- (2) Do you own any fixed assets or real estate?
- (3) Do you have a budget for planning the spending of your salary?
- (4) Do you have any insurance or pension program for retirement?



(g) *Health*

- (1) When did you last have a medical examination?
- (2) What is the most serious sickness you have ever had?
- (3) Have you ever had a nervous breakdown?
- (4) What is the longest time you have ever spent in a hospital?

(h) *Spiritual*

- (1) Do you ever go to church?
- (2) Do you believe there is any value in religion?
- (3) Do you think there is any spiritual power outside the world?
- (4) What is your philosophy of life?

## THERE IS NO CUT-AND-DRIED WAY

Some men are easy to interview and once given a lead will volunteer related information readily. Others are inclined to freeze up and give only answers to the specific questions asked. Still others talk so much and ramble on about details to an extent that makes it difficult to get the basic important facts. There is no laid-down practice on how to handle any of these types and there are no two men who respond exactly the same in this situation. Interviewing is not a cut-and-dried proposition which can be mastered easily. It is a dynamic, constantly changing method of appraisal in which the interviewer must be able to maintain control if he is to be effective. There are no definite answers to any question and when the interviewer gets an answer he must be flexible enough to adjust his thinking and change his tack accordingly. Above all, he must not disclose what he is trying to discover nor should he ever press for information or become emotional. A calm, relaxed and apparently casual conversation is the way the candidate should describe the experience afterwards. He should be completely unaware that he has revealed information which is a good basis for an appraisal of himself.

The interviewer should not attempt to make a definite decision on the man until he gets all the factual material. In a typical situation, the interviewer's opinion may change several times as new circumstances regarding history and background are disclosed. Once the interviewer has gone through this experience, he will realize the futility of trying to size a man up by a quick, casual conversation. The final decision should be made on the basis of the overall picture of the individual's adjustment in every field of his activities—family, education, hobbies, work, social, economic, health and spiritual. Consideration should be given to the strengths and weaknesses in each area and a decision made on the total picture of the man.

The interviewer should be alert for any evidence of instability in the applicant's history. Instability is his lack of persistence or steadiness. If he has been erratic in behaviour in most of the areas explored, then it is more than likely he will behave this way in his future life. Evidence of instability will be found in his failure to complete schooling or jobs or to maintain interest in activities or people over an extended period of time.

## THINGS TO LOOK FOR

The other important characteristic for which the interviewer should watch is immaturity. This quality is shown in a person's ability to assume responsibility or stand on his own feet and to consider the feelings of others. Lack of maturity may be noted in the following things: No evidence of leadership in any activities; a tendency to depend on parents for financial aid beyond normal; irresponsibility in behaviour and an inclination to blame others for inadequacies; lack of self-control.

The third thing to which the interviewer should give close attention is the attitude of the candidate. For example, does he believe that hard work is the key to success or does he feel that pull and lucky breaks are what count?

The fourth thing to watch for is his motivation. Why has he done the things that he has? Does he like prestige and leadership or does he get most satisfaction from achievement?

When the interview is completed, in some instances the picture will be definitely negative. There will not be the slightest doubt in the interviewer's mind about the candidate's unsuitability for the job. In other cases, the picture will be definitely positive and there will be no doubt in the interviewer's mind regarding the suitability of the candidate. There will be other times when the interviewer will be doubtful and the history and attitudes of the candidate will leave him uncertain. He will not always be able to reach a definite decision on the basis of the interview.

The clinical interview, of course, can only be completely effective when the interviewer has been trained in psychological methods of appraisal and understands how personality develops and the meaning of instability and immaturity and the symptoms of these conditions. Psychological training plus experience and constant practice are necessary for expert interviewing. However, if the clinical method is followed fairly closely, some non-professional interviewers can use it to advantage as a selection device. It certainly is the simplest and most effective method available to sales managers, branch managers and personnel workers who must sort out the best sales candidates in a group of applicants. Right interviewing helps select the right man.

Is the talk of cooperation in the relations between union labor and management merely idle chatter, concealing a "cold war?" Here is an answer and a suggestion for better union-management relations by a man with long practical experience in dealing across the table with union leaders.

# Union-Management Relations—Cooperation or Conflict?

BY WADE E. SHURTLEFF  
Willys-Overland Motors, Inc.

SEVERAL years ago the late Justice Louis D. Brandeis commented that "what the employer needs most is to have proper representatives of labor understand the problems of his business; how serious they are, how great is the chance of losing money, how relatively small is the chance of making large profits, and how great is the percentage of failures." Many of us will agree that the inability of many labor spokesmen to understand and appreciate the problems of management remains a major difficulty in dealing with organized labor. An equally serious discord in collective bargaining, to quote Brandeis again, has been our "failure to acquire understanding of the conditions and facts concerning labor. There has been ignorance in this respect on the part of employers; ignorance due in large part to lack of imagination. Employers have not been able to think themselves into the labor position."

The greatest failure of the parties to collective bargaining has been in not feeling and thinking themselves into the other fellow's place. It is as true today as it was when Brandeis expressed his views forty-four years ago. If interviews with recent college graduates who desire to enter industrial relations are any indication, the same criticism appears valid. A major deficiency in their background and philosophies has been their total lack of appreciation of labor's problems and, in many cases, an inimical attitude toward laboring people. Perhaps the same lop-sidedness is true of students who are seeking positions with organized labor. They are equally unprepared and unsuited for labor relations work.

We cannot blame or criticize the students or the colleges from whence they came. Unfortunately, the blame is too often ours. We give preference to students who give the least indication of having absorbed any understanding of unionism. Likewise, unions are not prone to employ individuals suspected of being too appreciative or sympathetic with management's headaches. A "company man" is a derogatory term in the union's vocabulary—and is an equally complimentary term in discussing the qualifications of a prospective member of the personnel staff. Any indication of sympathy with organized labor, or even of possessing a relative who is employed by a union, is sufficient to render the prospective personnel man anathema in some companies. We talk of the partnership which should exist between labor and management, our "mutual" interests, and the necessity for cooperation—and then make certain we hire men who are least likely to succeed in achieving such objectives.

We know of a concern which recently hired a former steel man as a purchasing agent in the belief that his knowledge of the steel industry would better equip him to successfully deal with steel companies. Yet this same company also engaged an industrial relations man; and went over his background, including college, with a fine-tooth comb to make certain he had not the slightest taint of association at any time with unionism. And the union in their plant was equally intent upon selecting employees most hostile to management to serve on their negotiating committee.

#### WHAT GOES ON?

Is the talk of union-management cooperation merely propaganda to cloak a cold war? Is the field of labor relations really a battleground upon which irreconcilable issues are to be fought until one or the other contestant is vanquished? Is there an enemy? Must one be suspected of treason, disloyalty, or appeasement if he is appreciative of the other party's problems? Is fraternization taboo?

Perhaps it is idealistic to believe the problems besetting labor and management are reconcilable; that free collective bargaining has the possibility of opening new avenues for social and economic progress beyond our most delightful dreams. It can be a truly and typically American instrument for advancement of the nation's interests. But if progress is to be made, then the attitude must be changed that those who know the least about labor are the ones best equipped to bargain with it. The industrial relations man of the future must know more about working people and their organizations than does the average man in personnel work today. He must be a professional. Happily, a growing minority of companies is beginning to realize the necessity of hiring men who have an understanding and appreciation of the whole of collective bargaining; not just fifty per cent or less of it. Furthermore, there is a growing tendency on the part of some of our universities to re-examine their methods of preparing students for personnel work.

Some exciting, encouraging, and tremendously valuable work is being undertaken by a good number of our universities. Men in industry should know more about their programs. Yale University, for example, is doing an outstanding job of providing facilities for the better preparation of men for labor relations work—an

experiment worthy of greater attention by management people and more emulation by other schools. The Yale Labor and Management Center is designed to educate labor leaders in the problems of management, business executives in the problems of labor, and both in a practical, scientific examination of how far each can go in winning objectives, without crippling our economy or themselves.

Headed by Professor W. Wight Bakke, the Center invites management and labor to hand-pick spokesmen and send them to Yale for a three and a half months' term of resident work at the university. There they attend classes and lectures together during school hours and bull sessions afterwards. Prejudices soon disappear as management and labor representatives begin to know and understand one another. It is ironical that men dealing with each other daily over the conference table have to go to school to get to know each other. Organized in 1944, the Center is today financed by nineteen corporations, twenty unions, four foundations, and by individual gifts. Its stated objective is "promotion of the public interest and welfare through research, teaching, and service activities in the field of relations among workers, unions, and management."

#### PURPOSES OF THE CENTER

The assumptions underlying the establishment of the Center are:

1. It is desirable to preserve and perfect democracy, free unions, free management, and free enterprise.
2. These institutions will survive or fall together.
3. There is a large area of common interest among these institutions but the conflicts among them are real.
4. It is desirable to reduce the conflicts which, if unresolved, endanger the survival of all of them.
5. A Research and Educational project like the Labor and Management Center can contribute to the objectives set forth above.

A few years ago Professor Bakke visited nine major industrial centers and interviewed about sixty leaders in management and an equal number of leaders in the unions. His objective was to discover what these men believed their chief difficulties were in dealing with each other. As a result of such investigations as this he wrote a book entitled "Mutual Survival", published by Harper Brothers in 1946, which labor relations men may well read with profit.

"At the basis of most specific difficulties," he wrote of his investigations, "was the fact that both management and union leaders were expecting the other to behave in a way each believed was impossible if they were to survive. Each was expecting peace on terms consistent with his own sovereignty. Let me be more specific. Management anticipated peace when the unions became the kind of organizations which fitted in with management's conception of the principle of workable industrial relations. Union leaders expected peace when management accepted and bargained in good faith with unions as they were in their essential characteristics. Both were

willing that their tactics and strategies should change, but not the principles of sound management on the one hand or the principles of effective unionism on the other. That was a natural reaction because those principles on both sides had grown out of experience. They were the end products of trial and error. Men knew their jobs, their responsibilities, and the rewards they could expect if they operated that way. It was a stubborn reaction because men identified the survival of their organizations with the maintenance of those principles. "The plain fact is that management's convictions about sound management and the union leaders' convictions about effective unionism don't fit together at important points. Soemone is going to have to modify his convictions enough to make workable mutual relations possible unless we want to face a struggle for dominance. It is not my purpose to suggest whether one or the other or both must give way. My simple objective is to lay those two sets of convictions side by side, to demonstrate the basic nature of the conflict between them, and to indicate the prospects for the reduction of that conflict."

The foregoing states Professor Bakke's objective for his book, "Mutual Survival." It is also an admirable expression of the philosophy of the Yale Labor and Management Center. Here is one forward-looking attempt to educate out of existence the ignorance which Justice Brandeis pointed to as a primal obstacle in labor-management co-operation. In such experiments lies hope for progress and peace in the field of union-management relations.

## About the Authors

*Dr. Waldo E. Fisher* has had a varied experience which includes university teaching, research in coal, consulting work and serving as arbitrator. He was a mediator for the N.L.R.B., worked with the U. S. Coal Commission and was consultant to the N.W.L.B. He was a member of the President's Board of Inquiry for the Coal Industry in 1948. He is Professor of Industry at the Wharton School of the University of Pennsylvania, where he took his degrees.

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Scientific methods of statistical measurement of facts can be applied to the solution of many puzzling problems. How scientific methods of measurement helped to reduce accidents is described here in practical terms.

# Reducing Accidents by Collecting Facts

By WILLIAM H. ANGOFF

Human Engineering Branch, Special Devices  
Center, Office of Naval Research

**T**HIS is a plea for collecting facts—not guesses or notions. Collecting facts in an attempt to reduce accident rates is just as important as it is to collect facts about the atom before trying to use it.

However, you may ask: This fact-collecting sounds fine. But we certainly have to do *some* thinking. What do we do *before* we assemble our information, and what do we do *after* it is assembled? Don't we have to do some thinking first? Well, it is apparent that before we go looking for information we must have in mind what we are looking for, and how to go about finding it. We can say briefly that our procedure must involve a careful analysis of what is involved—for example, what factors are likely to affect accident rates—and we must follow through after our armchair analysis with a carefully controlled plan to collect the facts. Having assembled our facts we return, so to speak, to our armchair and examine and analyze them in our own minds in such a way that we can make the best use of them for our purpose. It may well be that our fact-collecting has not answered any questions; instead has only raised new questions. In that case it is necessary to return to the shop and collect again.

Finally we have organized our plan of action. To the extent that our fact-collecting has been careful and precise, and to the extent that the questions we have raised have been answered without doubt: to that extent our plan of action, if properly carried out, will be effective. At this point we can sit back and examine our train of thought. What is involved in this fact-collecting? Certainly it is not as simple as it sounds. Much labor, and often fruitless labor, goes into the job of collecting information.

## FOUR STEPS IN REDUCING ACCIDENTS

But how can we summarize our procedure? *First*, we make a guess—that is, we get a *notion*, for example—that in this particular plant it is usually the people with the poorest vision who have the greatest number of accidents. On the basis of such a guess, we would naturally not prescribe lenses for the workers with below-par vision. It would be too expensive if we were wrong. We would want to make *sure* that our guess was a good one. So, to make sure it is a good one we go on to the second step.

Our *second* step is to conduct a survey to collect information. We test the value of our guess. We might, for example, divide our workers roughly into three categories—good vision, fair vision, and poor vision—and tally the number of accidents shown by each of the three groups. Of course, we might want to be sure that each of the three groups is equally exposed to hazard. Otherwise we would get results that are purely a result of our method of collecting the data. Finally we get an answer. We have made our test; we have proven to ourselves that what we *thought* was true in the armchair *is* in effect true *or* is just a bad guess.

Now for our *third* step. Let us say that we have proved that our guess was a good one. We have collected a fact. We have found that faulty vision goes hand-in-hand with frequent accidents. What do we do about it? Our action, of course, will depend on the circumstances specific to the plant. We might furnish safety goggles and lenses, or modify our selection system, or adopt some other procedure to improve the vision of the workers in the plant.

The *fourth* and final step would be a check on our remedy. After the new program is instituted, whatever it might be, we would want to wait a length of time and make a further analysis of our accident rate. If our facts collected in step 2 are correct then the accident rate should have decreased. If the accident rate has not decreased, then we can conclude that either our investigation has not been adequate, or that the situation in the plant is now different from what it used to be.

But we *must* at all costs get some information that we can use, for without information we have nothing. And it is worth emphasizing that information must be gathered in an orderly, systematic fashion. Armchair opinions will never solve our problems, whether they are accident rates, high turnover, low production, absenteeism, or anything else.

## AN ACCIDENT REDUCTION STUDY IN AN INDIANA PLANT

Now, having made a broad, general plea for collecting facts, I would like to illustrate with an actual investigation. I would like to make a step-by-step analysis of some data that were accumulated in a plant in Indiana. In this plant, which is composed of some thirty-odd departments, a rating form has been in operation for a year or more on which the general housekeeping of each department is rated. There are ten factors or components on this rating form and each factor is given a score of from one to ten. Every month at unannounced times a safety inspector makes the



rounds of a department and rates it on each of these ten factors. The sum of the ten factors is called the Good Housekeeping Score, and is determined independently for each department by three or four inspectors. At the end of each month, the housekeeping rating for each department is published in the plant newspaper. This rating plan seems to have worked fairly well as a competitive device to encourage departments to keep their areas clean and orderly.

In examining these housekeeping ratings there seemed to be some relationship between the housekeeping of the departments and their accident rates. In fact it was plausible that one of the *causes* of accidents was the disorderly condition of the department.

Next, we were interested in knowing how well the inspectors agreed on their ratings. It is well-known, for example, that teachers' marks given to students are often subject to the whim of the teacher at the moment, and might be entirely different if she had been feeling differently at the time. Thus, the tendency of the teacher or the rater to disagree with himself or with other raters is a measure of the unreliability of the rating. So, in this investigation we wanted to know the reliability of the inspectors' ratings.

Finally, we were interested in knowing whether any of these individual factors was working better than any of the others. That is, it was a distinct possibility that while some of the factors *were* related to accident rate, others were not, and were spoiling the effect of the total rating, merely by virtue of their being in the group of ten.

### IS POOR HOUSEKEEPING RELATED TO ACCIDENTS

To secure the answers to these questions we investigated the good housekeeping scores of some twenty-odd departments as related to their accident rates. But before we began the study, we reflected that some departments are, by the nature of their work, dangerous or hazardous departments; departments where high accident rates are to be expected. For example, it seemed obvious that a punch-press operator would be exposed to greater hazard than a comptometer operator merely because of the nature of the job; which had nothing to do with the orderliness of the department area. Therefore, there had to be some way of equating these departments with regard to accident exposure. We did this by means of the relatively simple device of dividing the plant into three groups: high-accident, medium-accident, and low-accident rate departments. Then we gave each department an accident rate score which was a measure of how many more or less accidents it had than the average department in its own group. This new score was called the adjusted accident rate. We then found that, in general, those departments with the highest good housekeeping scores had the lowest accident rates—that is, adjusted accident rates. This was not too surprising, because this is just what we had hoped—even expected—would happen. As a matter of fact, this relationship between housekeeping score and accident rate was not perfect by a long shot. But at any rate it pointed fairly strongly in that

direction. At least we knew that we had *something* to work with; some tool; some bit of information.

Next we examined the reliability of the ratings made by the inspectors. We found that the average rater was not very reliable, but that the sum of the ratings made by four raters taken together was fairly satisfactory. Here, too, was something to work with. If in some way we could increase their reliability, we were sure we could get along with fewer raters and still increase the relationship between scores and accident rate. We know that an unreliable score will not predict anything very well, even if there is actually a predictable relationship.

So we went back to the rating forms to see where improvements could be made and we found that a very interesting thing had happened. We noticed that while each factor was given a maximum possible value of 10 and a minimum of zero, very few departments, strangely enough, received a score on any component less than 6. So, in effect, a 10-point scale was *not* being used at all, only a four- or five-point scale. We felt that if the raters in the plant could be trained in some way to use the *whole* scale, the reliability would be increased. Therefore, to get a higher relationship between housekeeping scores and accident rates, it would be necessary first to improve the reliability of the good housekeeping score. And one way to do that would be to train the raters so that they would give more reliable ratings. Another, and perhaps even better way seemed apparent from the nature of the ratings themselves.

#### FACTS VERSUS OPINIONS

One factor, for example, was a rating on the general cleanliness of the department: "Does the general appearance of the department give you the impression of a well-planned layout that is orderly, neat, and clean?" Well, it is obvious that this question requires a judgment or an opinion on the part of the rater with which others might disagree, or with which he himself might disagree at some other time. If, on the other hand, the question was asked: "Are there boxes and debris in the aisles?" no judgment would be necessary. Either there are or there are not boxes in the aisles. It then seemed appropriate that a new kind of form be used; perhaps a checklist with a series of statements that could be answered directly by observation. Here the reliability would be far improved.

The third part of the investigation consisted in examining the individual components or factors on the scale, to see how each one of them was related to the accident rate. It turned out that on six of the ten factors, high housekeeping scores seemed to go with low accident rates, and low housekeeping scores with high accident rates. On the other four of the ten factors there was no relationship at all. This called for an examination of the factors themselves. The four factors that did not predict accident rates at all seemed to be concerned with cleanliness, tidiness, prettiness, the sort of factor that called for a good-looking department. For example, "Are the benches, desks, and cabinets arranged properly? Is a plan of orderly placement followed?" The six factors that did predict accident rates were concerned

with orderliness from the point of view of reducing hazards. For example, "Are unused nails and hooks removed from the walls and from the posts?"

A list of about twenty-five questions has now been compiled to make a check-list that can be applied to this plant, or any other plant like it, to secure a reliable index of the housekeeping of a set of departments. If it is found that these reliable scores are related to accident rates—that the high-scoring departments have the low accident rates and that the low-scoring departments have the high accident rates—it would seem appropriate to concentrate on achieving high housekeeping scores as a kink of back-door method of reducing accidents.

On the other hand, this whole scheme may be a complete failure. However, it might be a failure only in some plants, and might work well in others. At any rate, the only way to know is to try it and find out. The failure of this first idea would mean only that the correct one had not as yet been thought of. The next thing would be to test scientifically the validity of another idea. Is it possible, for example, that there are a very large number of people who are so-called accident-prone? Is it possible that the machines do not have adequate guards? Is it possible that the workers are not sufficiently aware of the dangers? Is it possible that the workers are not sufficiently skilled or trained in the use of their machines? All these are possible ideas or notions. One or more of them might be the answer to the problem in your particular plant. But thinking that it is so will never *make* it so. Only *finding out* that it is so, and making that determination in an orderly, systematic, and scientific fashion will make it so. Only when we get the facts and determine what factors cause accidents can some positive action be taken to reduce the hazard of the industrial plant. Without our facts and without specific knowledge to use as tools we are lost. Without facts and information, without plans of action, accidents will continue to occur.

# Editorial Comments

## The Dangers of Industry-Wide Collective Bargaining

AN ARTICLE of exceptional importance appears in this issue of PERSONNEL JOURNAL, "Collective Bargaining in Bituminous Coal", by Waldo E. Fisher of the University of Pennsylvania. Dr. Fisher for many years has been a student of the bituminous coal industry which gives his views more than ordinary value. If the experience of the bituminous coal industry can be taken as a guide, industry-wide collective bargaining is risky business and may seriously harm the industry in which it prevails. Dr. Fisher says of industry-wide collective bargaining, "how well it will work will depend upon the economic statesmanship of the representatives of the two parties." An examination of his report and of figures from government sources suggest that the economic statesmanship displayed in the bituminous coal industry has left something to be desired.

The following figures giving the percentage of the "B.t.u. Equivalent" contributed by the several sources of energy from 1899 to 1946 show that coal has dropped considerably in its contribution. These figures are taken from the Bureau of Mines yearbook 1946.

|      | <i>All Coal</i> | <i>Petroleum<br/>and Gas</i> | <i>Water Power<br/>Equivalent</i> | <i>Total</i> |
|------|-----------------|------------------------------|-----------------------------------|--------------|
| 1899 | 90%             | 8%                           | 2%                                | 100%         |
| 1937 | 51%             | 40%                          | 9%                                | 100%         |
| 1946 | 43%             | 45%                          | 12%                               | 100%         |

Of course, some of this trend is due to the appearance of new markets in which coal is unsuitable, such as gasoline. On the other hand, some of the change is because oil has partly supplanted coal, as in residence heating. The following figures show that while markets for all forms of fuel have been expanding rapidly that the tonnage of coal has stood still or gained but little and the number of operating mines has decreased slightly. At the same time the number of men employed in the industry has dropped more than one-third, which is directly attributable to increasing mechanization, as Dr. Fisher points out. Reports of the Bureau of Mines show that in 1914 3.71 tons of coal were produced for each man employed and in 1947 6.30 tons. The following figures represent the three highest five-year average periods of the industry and are taken from the Bureau of Mines yearbook 1946.

|         | <i>Five Year Average</i> |                     |                        |
|---------|--------------------------|---------------------|------------------------|
|         | <i>Tons Produced</i>     | <i>Men Employed</i> | <i>Mines Operating</i> |
| 1916-21 | 533,000,000              | 608,000             | 7760                   |
| 1925-29 | 529,000,000              | 560,000             | 6750                   |
| 1943-47 | 580,000,000              | 398,000             | 7080                   |

A sharp picture of the benefits which have accrued to union labor as a result of collective bargaining for the entire industry is shown by the following table, taken from figures furnished by the U. S. Bureau of Labor Statistics.

| Industry                | Average weekly<br>Earnings<br>Jan. 1948 | % Increase<br>Jan. 1948 Over<br>1937-39 Average |
|-------------------------|---|---|
| Bituminous Coal .....   | \$75.78                                 | 242 $\frac{1}{2}$ %                             |
| Automobiles .....       | \$61.52                                 | 102 $\frac{1}{4}$ %                             |
| Steel .....             | \$60.46                                 | 123% <sup>1</sup>                               |
| Aircraft .....          | \$55.17                                 | 98% <sup>2</sup>                                |
| All Manufacturing ..... | \$52.14                                 | 132 $\frac{1}{2}$ % <sup>3</sup>                |

As Dr. Fisher points out, "experience with labor relations in this industry also verifies the contention of economists that successful collective bargaining must embrace substantially all producing fields serving common markets." However, "once an industry is completely organized the union is in a very strong bargaining position. If labor leaders insist upon getting all the traffic will bear and disregard the rights of the employers and the public, industry-wide collective bargaining will fail to function in the interests of society as a whole and organized labor will benefit at the expense of the public and probably the employer." He concludes, "*resulting higher costs and prices will bring into play compensating economic forces which will exact their toll in the form of a reduction in demand and reduced employment opportunity.*" This appears to be what has taken place in the bituminous coal industry. The extraordinary advantages which organized labor has secured for its members are clearly indicated in the table of wages just given. Coal is being mined now at a very high rate. The big question is what will happen in the years ahead, now that coal producing capacity exceeds demand while competition from other fuels continues undiminished?

## Effective Interviewing

Personnel and labor relations work suffers from the common belief that workers in these fields do not need any special preparation. "I like people" seems to express the prevailing idea of the qualifications required. This is especially true of interviewing. Yet effective interviewing is a most difficult skill. And one of the problems involved in attaining this skill is that it cannot be secured merely by direct approach. That is, it is not possible to become a skilful interviewer merely by practicing. It is necessary to know a good deal about how personality develops and about the mechanisms of the human mind. The successful interviewer should know how to appraise attitudes and how to measure by estimation such important qualities as instability, immaturity, motivation, social skills, insight, drive and intelligence. Dr. McQuaig's article in this issue, "The Clinical Interview", will be found most useful to all who must interview.

# Personnel Research

*The Value of a Testing Program in a Tight Labor Market.* By Robert B. Selover and Julius Vogel, The Prudential Insurance Company of America. *Personnel Psychology*, Winter 1948, 1, 447-456.

This is a readable description of how the Prudential Insurance Company of America is making effective use of testing in the better placement of new employees. The Newark labor market is a particularly tight one even now and it is not possible to be as discriminating as would be desirable. This article shows how better production is secured by assigning the new employees to the kind of work for which tests indicated the highest aptitude.

*What Job Applicants Look for in a Company.* By Clifford E. Jurgensen, Minneapolis Gas Company. *Personnel Psychology*, Winter 1948, 1, 433-445.

"What are the factors by which persons decide whether a job is a 'good' job, or a company is a 'good' company?" This is a study of the importance attached to ten factors by the job applicants at the Minneapolis Gas Company. These ten factors were advancement, benefits, company co-workers, hours, pay, security, supervisor, type of work and working conditions. The men applicants placed security first and advancement second. Pay was in fifth position. Women applicants differed a little from men. They considered type of work first, security second and advancement third. A practical application of the findings of this study would indicate that a company, after making such a study, could write its help-wanted advertisements in a way that would emphasize those factors on which applicants placed the highest emphasis. They make the findings Jurgensen says, "even more valuable in determining personnel policies and conducting union negotiations."

*More Reliable Job Evaluation.* By Leonard Cohen, Purdue University, Indianapolis Center. *Personnel Psychology*, Winter 1948, 1, 457-464.

This is another of a recent sheaf of reports on job evaluation reliability. The author falls into the same error as other students of placing too much confidence in a high co-efficient of correlation. The author says "when the original point values were compared with the point values obtained by the second re-evaluator, the co-efficient of correlation equaled .951. This high reliability co-efficient indicated that no matter who performs the job evaluation, so long as he is adequately trained in the techniques of the job evaluation method, the resultant hierarchy of jobs will be substantially the same." This just isn't true. We get a clue to some of the discrepancies that occur in spite of a high co-efficient of correlation where the author says, in another place, "discrepancies were few, and in no instance were the jobs evaluated *more than two rate ranges apart*." If your job was being evaluated by two people and they came out "more than two rates ranges apart" you might have reason to be pretty sore about it!

*Developing an Industrial Merit Rating Procedure.* By Reign H. Bittner, Owens-Illinois Glass Company. *Personnel Psychology*, Winter 1948, 1, 403-432.

This is an interesting and readable though somewhat rambling discourse on

various problems encountered in industrial merit rating. Dr. Bittner is well equipped by practical experience to write such an article. "In my opinion, lack of training of raters is the most usual source of weakness in the rating program," he says. He gives a specification or outline of the content of a training program for a merit rating program. This is a most useful and readable article on an important subject.

*Prediction of Male Readership of Magazine Articles.* By Evelyn Perloff, Ohio State University. *Journal of Applied Psychology*, December 1948, 32, 663-674.

"The purpose of this study was to determine the way in which five variables combined for maximum readership of articles in *The Saturday Evening Post*." The study covers 190 articles, being about half of all those appearing in 1946. The author shows how the editors could predict how many men would start to read any given article by knowing five things about it; the subject matter of the article, number of illustrations, sex of persons in illustrations, color of illustrations and proportion of opening pages devoted to text. Of course the accuracy of this prediction was not perfect but it was high enough to be useful. The "multiple regression coefficient" was .56 from the five variables named. (The author formerly was associated with this editor in a project of test construction.)

*Norms for the Test of Mechanical Comprehension.* By Clifford E. Jurgensen, Minneapolis Gas Company. *Journal of Applied Psychology*, December 1948, 32, 618-621.

Jurgensen submits data on two thousand cases of applicants at the Minneapolis Gas Company on the Bennett Test of Mechanical Comprehension, Form BB. The data was obtained from applicants for mechanical work consisting of installing or repairing gas main or pipe, installing, adjusting or repairing gas appliances and repairing meters, and for miscellaneous mechanical occupations such as electricians, welders and machinists. Jurgensen says that it might have been expected that norms for this group would be rather like those furnished by Bennett from a similar type of population. Jurgensen's norms do indeed correspond very closely to those submitted by Bennett and Fry in the manual "The Mechanical Comprehension Test". He says "users of the test who cannot develop norms for their specific situations can thus place more confidence in the published norms than is frequently the case". Jurgensen is Director of Industrial Relations of Minneapolis Gas Company and is one of that small but increasing number of psychologist-statisticians now working in industrial relations.

*Flesch Count and Readership of Articles.* By Howard B. Lyman, East Texas State Teachers College. *Journal of Applied Psychology*, February 1949, 33, 78-80.

Industrial editors will be interested in this report of a study made for *Wallace's Farmer and Iowa Homestead* to determine the effect on circulation of reducing the reading difficulty of the magazine. Four articles were printed in two forms, one with a Flesch reading count of 3.5 and one with a count of 1.5, and distributed in two halves of Iowa. The interviews which followed showed greater readership

(Continued on page 404)



# The Editor Chats With His Readers

## Is It Personnel Administration or Industrial Relations?

At one of the Conferences held in New York in the offices of the *National Industrial Conference Board* there was an interesting round-table discussion on the subject *Creating a Personnel Program and Making it Work*. At the very beginning of the panel discussion the question was raised as to the functions and activities in Personnel Administration. Thomas G. Spates, of General Foods Corporation, submitted this definition: "Personnel is a synonym for people. It is all-inclusive. It doesn't mean the common people as distinguished from the aristocracy. It doesn't mean the rank and file of employees as distinguished from the brass hats. It doesn't mean people working in industry as distinguished from people working in commerce or government. It literally means everyone on the payroll with a common purpose. Administration is the highest form of organization leadership, as distinguished from managing and executing. The administrator not only gets things done in the best-known ways, but the people through whom he works to achieve results are made to feel they are on the team and not just with it. So we combine the words personnel and administration to designate the philosophy, the motives and the methods of organizing and treating people at all levels at the places where they work so that they will give the best that is in them while getting the highest possible degree of individual satisfaction.

"If that, then, is a definition of personnel administration and its scope, what is its content? I answer that question with a few word-descriptions of the content of personnel administration. The first requisite is sound organization. Unfortunately, there are many personnel setups in which principles of organization are not considered a part of the job of the personnel officer. A subdivision of personnel administration which we may call development and utilization includes standards of work environment, recruiting, interviewing, classifying, job and position analysis, individual evaluation, wages, wage and salary structure, incentives (both financial and non-financial), regularization of employment, records and statistics, procedures of consultation and explanation, selection, induction, orientation, testing for interest, aptitude and occupation, and training for production, occupation, supervision, safety and health services and promotion schedules.

"As a second division of personnel administration—embracing social responsibilities—medical, hospital, sickness, old age and termination benefits may be considered to be word descriptions.

"The third is organized labor relations. When people say "labor relations" they almost always mean organized relation. I include relationships with organized labor as a part of personnel administration because collective bargaining is thus a means and a way of administration.

## Role-Playing

*Owens-Corning Fiberglas Corporation* has been conducting an interesting program of training in human relations. Cloyd S. Steinmetz, Director of Training writes



"Supervisory situations are presented in groups of three. The participants acting as supervisor, subordinate and observer-critic, act out the situation as best they can. These are recorded and studied." Recently a three-day conference on *Understanding People* was held and was divided into fourteen units. One of these was "Typical Supervisor Situations," consisting of eight hours of role-playing practice in application of the principles discussed in the preceding part of the conference. The following typical supervisor situations were acted out by various groups of three.

- A. Giving a subordinate a raise
- B. Promoting a non-supervisory employee to a supervisory position
- C. Denying a subordinate a promotion
- D. Upgrading the poor housekeeper
- E. Handling the poor quality problem
- F. Handling the chronic absentee

Some of the topics discussed at the beginning of the Conference included Ways That Employees Meet Problems, What Employees Want From Life, Hidden Reasons For Non-Cooperative Employee Attitudes, Analyzing Employee Temperament, A Formula for Sound Job Placement and others. Many Companies have employed role-playing but seldom has there been so detailed a program leading up a series of role-playing situations which were recorded and then played back so that they could be studied.

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### Employee Productivity

The January issue of *PERSONNEL JOURNAL* carried an article "What Makes Industrial Leaders Tick?" by Dr. Herbert Moore of Toronto. A parallel question might be asked, "What makes the production worker tick?" A report on *Productivity, Supervision and Employee Morale*, has just been issued by the *Survey Research Center of the University of Michigan*. It presents findings from a study made in the home office of the Prudential Life Insurance Company of America, Newark, N. J. Other similar studies are in process in other places all of which are under the general direction of Dr. Daniel Katz and were supported in part by a grant from the office of Naval Research. In the Prudential study production records were available from similar work groups. Thus it was possible to see the difference between production records of similar units working under different methods of supervision. Comparing units which had high production levels with those having low production records, the researchers found that the supervisors of high production work groups:

- 1. Are under less close supervision from their own supervisors
- 2. Place less direct emphasis upon production as a goal
- 3. Encourage employee participation in the making of decisions
- 4. Are more "employee centered"
- 5. Spend more of their time in supervision and less in straight production work
- 6. Have a greater feeling of confidence in their supervisory roles
- 7. Feel that they know where they stand with the company.

### Somebody Reads The Personnel Journal!

*The Personnel Service Newsletter* issued by the *American National Red Cross* contains the following in the December issue. "Under the heading 'Across the Editor's Desk,' in the November issue of *PERSONNEL JOURNAL*, the comment is made that 'One of the best edited personnel newsletters is one issued by the American Red Cross. In spite of its unpretentious appearance it contains some of the best material of any personnel letter. One of the interesting features is called Supervisory Workshop.' This statement has prompted requests from other magazines dealing with labor relations and personnel administration to be placed on our regular mailing list. Among the requests we have received from individuals and organizations, particular interest has been expressed in the Supervisory Workshop articles. Because of space limitations, the Supervisory Workshop has not appeared in the last few issues. We are, therefore, devoting the entire December issue to the Supervisory Workshop."

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### With the Colleges

*The University of Denver*, of Denver, Colorado has issued a leaflet *Opportunities for a Career in Personnel and Industrial Relations* containing an outline of courses and better information in this field.

*The New York State School of Industrial and Labor Relations* at Cornell University has issued a well-printed book of 58 pages under the title *Developing Understanding of Basic Industrial Economics*. This is the proceedings of the second annual Conference of plant training directors held at Ithaca, July 28-30, 1948.

A 33-page mimeograph bulletin received from *University of Cincinnati*, contains articles on careers for women written by graduates of the College of Business Administration, the College of Applied Arts, and the College of Engineering, all of the University of Cincinnati. An interesting article is one "Don't Fear The Auditor" by Jeanne Ast. She says there is a place for women in accounting work if they like people and she tells how and why.

Fifteen factory workers have returned to their jobs after completing a three-months college course aimed at making the foreman a professional man. *The University of Toledo* says that this was the first course of its kind. All fifteen are employees of the Spicer Division of the Dana Corporation. The purpose of the course was to develop the men in leadership, training, speech and communication of ideas. They studied the causes of absenteeism, the effects of fatigue the economics of consumption and the principles of pleasant human relationships. Both capitalism and labor movement got critical treatment to reveal their faults as well as their virtues.

*Learning by Doing* is the way arbitration is taught to students in the *School of Business* at the *City College in New York*. An actual dispute between two firms engaged in the export and import business will be argued by the students before a panel of three business men acting as arbitrators. Two students from the foreign trade society will represent the foreign firm and two will represent the American firm. The

students have been briefed on the details of the case. The project is in connection with the work of the international section of the American Arbitration Association.

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### Personals

E. L. Burkhart, Training Supervisor of *The Electric Storage Battery Company*, Philadelphia writes, "You will understand how pleased all of us are with the very fine words about our conference which you included in your December issue. I hope that what you said under the heading "There Must Be Some Failures" will cause a lot of us to sit back and think. Don't you think it is true that there are a lot of failures which go unrecorded mainly because they are unrecognized? Personnel men who fail honestly to audit their various activities frequently don't know that a failure exists, or that their activity is not going as far down the road as it should. I should think that the sins of omission are equally as important as the sins of commission."

From Miami, Fla. comes a letter written by Robert Weathers, Personnel Director of *Carls Markets Inc.* in which he says, "It was a most pleasant surprise to find in the November issue of the PERSONNEL JOURNAL your gracious comment concerning our employee handbook. Requests for copies of the booklet have been received from readers in almost every section of the country. We have found much pleasure in meeting these requirements. We have found greater satisfaction, however, in realizing that you considered our work worthy of the attention of your subscribers who must certainly comprise the most discriminating group in the personnel field. We are typically human in that recognition of this sort acts as a forceful stimulus in our efforts to find better ways to working with people."

Mr. Irving H. Glass of Newark, N. J. writes "Please extend my sincerest congratulations to Mr. F. C. Smith for his excellent article on *Effective Use of Discipline* in the December 1948 issue of PERSONNEL JOURNAL. It is one of the finest written articles on a very important subject that has come to my attention in a long time. Let's have more by Mr. Smith."

---

### Labor Turnover

*The Merchants and Manufacturers Association* at 725 South Spring Street, Los Angeles, is one of the active personnel associations on the West Coast. Its motto is "For Better Employment Relations." "Mac" McKeand, its Director, sees to it that members are well served. A recent bulletin deals with *Employment Turnover Cost*. It is an eight-page letter-size leaflet which discusses problems of turnover including a definition and directions for calculating turnover rates, method of analyzing quits and a study of causes of turnover. In offering the services of the association to employer members attention is called to the following aids for gradual reduction of employment turnover. They are, 1. Sound selection procedures, 2. Systematic training and follow-up, 3. Supervision providing genuine leadership, 4. Two-way communication between employer and employee, 5. Sound wage and salary admin-

istrations, 6. Accurate and complete employment records, 7. Exit interview. Copies of the Bulletin are available while a small supply remains on hand.

### Industrial Holiday Observance Policies

*The New York Personnel Management Association* has just issued a report resulting from a study of the practice of New York Companies in the *Observance of Holidays*. This is an eight-page mimeograph prepared under the direction of William E. Williams of Union Carbide and Carbon Company, Chairman of the Survey Committee of the Association. One hundred sixty-six companies responded to the questionnaire, about half of those responding being members of the association. The study relates only to office employees in the greater New York City area and covered about 166,000 employees. Some of the questions for which answers were asked are, "What is the basic philosophy of your company regarding observance of holidays?" There were a number of suggested answers. About 24 per cent of the companies answered that it was the purpose of the company to protect the employee against loss of pay for holidays and 53 per cent guaranteed a specific number of holidays with pay. A table is shown giving the holidays being observed with sub-tables showing the different practices in the observance of these holidays. The survey is issued by P. B. Rauschelbach, Vice-Chairman of the Association at 1 Madison Avenue, New York 10.

### "Personnel Services That Serve"

The PERSONNEL JOURNAL for October carried an article with this title and the December issue carried an editorial with the same title, mentioning among other things the importance of informing employees of the exact nature and extent of the benefits provided for them as one more way of serving the employee well. The "Penco Packet," the employee publication of *The Pennsylvania Company for Banking and Trusts*, Philadelphia, with non-professional editing and reporting, carries an article *For Our Protection—Now and Later*. This is a story of the different benefits provided for the employees of the Pennsylvania Company and was prepared by Willard L. Case and Rudolph H. Weber of the Company. This story concludes with this note by the Editor "This article has attempted to cover our benefit program in only the most general manner. It is contemplated, however, because of the very keen interest evidenced by many of the frequent questions which the employees and officers of the Company have asked that future issues of the Packet will cover more of this story. There will be separate articles on our hospitalization benefits, group life insurance benefits, and the workings of the Pension Plan as applicable to each of us."

This article may well serve as a guide to other employee publications.

# Across The Editor's Desk

The Conference Board Management Record for December contains a number of interesting features. *Plain Talk for The Rank and File* is a plea for simple English in labor contracts by Rudolf Flesch, author of "The Art of Plain Talk," and Theodore W. Kheel, former Director of New York City Labor Relations. One example will show what they mean. "The company will deduct from the pay of each employee covered by this agreement all union membership dues, provided that at the time of such deduction there is in the possession of the company a subsisting written assignment, executed by the employee, in the form and according to the terms of the authorization form hereto attached as appendix E, authorizing such deduction by the company." The rewrite man's version will probably have 16 words like this instead of 65: "The Company will check off union dues of employees who have signed the attached form E." Another report is *The Problem of Boredom* by S. Avery Raube of the Division of Personnel Administration, which discusses many of the elements involved in boredom at work. One of the solutions discussed is that of rotation of employees doing similar work. Many replies are quoted from companies participating in this study. James J. Bambrick, Jr. of the Division of Personnel Administration of the Conference Board submits a report *Labor Press in the United States* which gives a list of a great many publications issued by different labor organizations, together with the addresses from which they are published and subscription prices.

Social Science Research Council of 230 Park Avenue, New York City has issued an analysis of election pools under the title *Report of the Social Science Research Committee on Analysis of Pre-Election Polls and Forecasts*. This was prepared by a distinguished group of persons and goes into detail on the problem of pre-election forecasting. Sources of error are discussed and comparisons are made between forecasts and actual votes. There is an analysis of the principal sources of error in the 1948 prediction. This deals at some length with the difficulties encountered by those who attempted to predict election results.

A recent publication of the American Management Association is Personnel Series Number 123 *Employee Benefit Plans and Collective Bargaining*. It contains three addresses on related topics and may be purchased for 75¢ at the offices of the Association, 330 West 42nd Street, New York 18.

One of the latest employee handbooks is *You and your Job at Pitney-Bowes*. It is one of the most attractive and best designed publications of its kind and is illustrated with half-tones and sketches and is printed in two colors. An unusual feature is a detailed table of contents on page one so that the reader is quickly led to the paragraphs of his greatest interest. Pitney-Bowes, Inc. is at Stamford, Conn.

"*Quotes Ending*" for December 1948, which is referred to as "An information letter to Management on Employer-Employee Publications" and which is published by Robert B. Breth, 1728 Cherry Street, Philadelphia 3, carries a story on the pros and cons of printing personals in employee publications. Many illustrations of

magazines containing many personals and those which contain none are given, together with magazines which blend the two processes. Editor Breth concludes with this question "What do QE's readers think of this subject? If you can add something pertinent, please write to me, pro or con."

The *Australian Management Review* comes to this desk regularly together with *Management News* issued by the Institute of Industrial Management at Melbourne, Australia. The *Management Review* contains short abstracts of all the current articles on general management with a predominance of references to articles on personnel, labor relations and industrial relations topics.

The *Silver Bay Conference* which is held each year at Silver Bay on Lake George, New York has issued a printed book of 144 pages which carries the addresses and conference reports for the 30th Conference held in July 1948.

An unusual publication which is issued each month is *Digest of Neurology and Psychiatry* issued by The Institute of Living, Hartford, Conn. It contains abstracts and translations from material relating to Neurology, Psychiatry and Mental Health. There are frequent quotations from articles which have appeared in *PERSONNEL JOURNAL*. The January 1949 issue contains a digest of the article "Effective Use of Discipline" by F. C. Smith which appeared in the *JOURNAL* December 1948 and another abstract of the article "Management Through Consultative Supervision" by Eric A. Nicol which appeared in the November *JOURNAL*.

The Agricultural and Mechanical College of Texas has issued a well printed book of 96 pages containing the proceedings of the first annual *Management Engineering Conference* held at College Station, Texas, May 1948. Many of the topics deal with the human element and with personnel and labor relations problems.

The latest bulletin from the Industrial Relations Section, Princeton University is *Recent Trends in Industrial Pension Plans*. This is available by writing to the University and at a price of 15¢.

One of the latest reports from the *California Personnel Management Association* is "Telling your Company story to the Plant and Community". This is an interesting story of the experience of Caterpillar Tractor Company, Peoria, Ill. as told by L. J. Fletcher, Director Training and Community Relations. Mr. Fletcher thinks that most business men are doing a poor job of public relations. "Employees in local plants and other people in the community frequently do not know the many interesting things about a company that make it a good place to work and an enterprise to be proud of in the community". Mr. Fletcher's discussion runs to about three thousand words. Copies may be obtained for \$1.00 each from the California Personnel Management Association, 870 Market Street, San Francisco 2.

An unusual report is "Plant Protection" by Halsey C. Ramsen, Head Department of Industrial Management of *Miami University*, Oxford, Ohio. This four page 8½ x 11 leaflet is one of a long series of business publications issued by Miami University. It discusses the problem of plant protection in detail and gives suggested organization charts, suggestions about training and a general outline of problems in plant protection. Copies may be obtained from Professor Ramsen.

# Book Reviews

**TRAINING EMPLOYEES AND MANAGERS.** By Earl G. Planty, William S. McCord and Carlos A. Efferson. New York: The Ronald Press, 1948. 278 pp. \$5.00.

This book is a comprehensive treatment of industrial training. It is organized in three parts: I. What Training is and What it Does, II. Organizing, Installing and Administering a Training Program, and III. Teaching and the Training Program. The authors dispose of any hair-splitting definitions by stating that industrial teaching and training are, so far as they are concerned, synonymous, and henceforth proceed to use them interchangeably. They have indicated the need for a training program not only because it is impossible to avoid training by hiring skilled men, but because the introduction of mass production has made the individual's job monotonous and because the growth of companies has brought about an almost complete removal of the human side of management, so far as the worker is concerned. The individual does not build a radio. He solders an endless series of connections, or screws one kind of gadget in place. Therefore, training is necessary for the welfare of business and for the future of the democratic system: to make the worker function willingly and understandably within the framework of Big Business. It is necessary in order to reduce our present labor strife.

Part III. Teaching and the Training Program consumes well over half the volume. It contains chapters devoted to such fields as orientation training, supervisor and executive training, technical and professional training, trade and semi-skilled training, and office training. The student of training is referred especially to Chapter 10 which gives a penetrating analysis of the differences between academic teaching and industrial teaching. I do not feel that the chapter on Supervisor Training adds anything new to what has already been written, and professional training is handled in an incomplete manner. There yet remains to be written a book that handles the latter field adequately. As is usual with training men, the subject of costs of training is left unmentioned. Training men apparently become so engrossed in their profession that eventually they grow immune to the problem of how much a company should spend on a training program. By and large, however, this book is informative, unbiased, and to the point. It is the most thorough treatment of the subject to appear to date. The book is well illustrated, and includes a classified bibliography on this and related fields, and contains many valuable suggestions for increasing the value of a given training organization. This book would not only make valuable reading for men in training work, but many industrial executives could profit from reading it.

W. N. Ryerson  
Sun Oil Company



(Continued from page 395)

for the lower-count articles. The improved Flesch formula was described in *Jour. Appl. Psychol.* June, 1948.

*Personnel Psychology*. Quarterly, \$6 a year, single copies \$1. Personnel Psychology, Inc., 1727 Harvard St., N. W., Washington 9, D. C.

*Journal of Applied Psychology*. Bi monthly, \$6.00 a year, single copies \$1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

## SITUATIONS WANTED

**PERSONNEL & INDUSTRIAL RELATIONS DIRECTOR.** 35 years old; college graduate, psychology major. 12 years experience in all phases of personnel & industrial relations work in varied industries, including multi-plant organizations. Particularly interested in the general field & only in a position of responsibility with the necessary authority. Box 46, Pers. Jour.

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**PERSONNEL ASSISTANT, INDUSTRIAL RELATIONS ASSISTANT OR INTERVIEWER.** 11 years broad successful experience in industry. Degree in Industrial Relations. Free to travel anywhere. Veteran, 32, married. Box 48, Pers. Jour.

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**TOE-HOLD WANTED.** I'll make the job and make it pay. March '49, Master of Science in Psychology. Major: Industrial Psychology; minor: Industrial Relations. March '47, BA in Business Administration. Major: Labor Relations; minor: Psychology. 4 years exp. as Asst. Office Mgr. & Secretary to Branch Mgr. of IBM Corp. Branch Office. Useful skills: Shorthand, Book-keeping, IBM EAM Machines. Present location Pacific Coast. Box 53, Pers. Jour.

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**PERSONNEL AND INDUSTRIAL RELATIONS ASSISTANT.** Experience in interviewing, union negotiations and safety. BS in Personnel and Industrial Relations, Bradley University. Age 24, married and willing to move. Box 54, Pers. Jour.

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**MANPOWER MANAGEMENT.** Now directing comprehensive personnel program; salary and wage administration, recruitment, utilization and development of manpower resources. Offer ten years diversified and practical experience with printing trade and Federal Government. A.B. Swarthmore College; M.A. Temple University, Personnel Psychology. Present salary \$6850; age 32; married; family. Desire position of greater responsibility and challenge. Box 55, Pers. Jour.

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**PERSONNEL WORK:** Young woman graduating June '49 with BS in Business Admin., major in personnel and minor in psychology. Two years business experience. Self-financed university training. Pleasing personality and appearance. Interested in a position of responsibility. Age 25. Box 56, Pers. Jour.

## HELP WANTED

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 90 characters per line. 20% discount for two insertions, 30% off for three insertions or more.



# PERSONNEL Journal

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EDWARD N. HAY, *Editor*

D. M. DRAIN, *Circulation Manager*

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# Conference Calendar

## APRIL

- 2-8 Detroit. Hotels Statler and Book-Cadillac.  
*Amer. Asso. Industrial Physicians & Surgeons* and Industrial Health Conference; Amer. Conf. Gov'tal Indus. Hygienists, Amer. Indus. Hyg. Asso., Amer. Asso. Indus. Dentists, Amer. Asso. of Indus. Nurses, Dr. E. C. Holmblad, 28 E. Jackson Blvd., Chicago 4.
- 14-15 New York. Hotel Pennsylvania.  
*American Management Association*. Production Conference. James O. Rice, A. M. A., 330 W. 42nd St., New York 18.
- 19-20 Berkeley, California. Claremont Hotel.  
*California Personnel Management Association*. 21st Pacific Coast Management Conference. A. B. Tichenor, 442 Flood Bldg., San Francisco 2.
- 21-22 New York. Hotel Pennsylvania.  
*S. A. M. and A. S. M. E.* Fourth Annual Time Study & Methods Conference. S. A. M., 84 William St., New York 7.
- 29 Dayton, Ohio.  
*Southwestern Ohio Personnel Conference*.  
Sponsored by the Miami Valley Personnel Association. W. C. Neff, Chairman, Moraine Products Div., General Motors Corp., Dayton.

## MAY

- 2-4 St. Paul, Minn. Hotel Lowry.  
*Civil Service Assembly*. Central Region. Conference. 1313 E. 60th St., Chicago 37.
- 4-6 Atlantic City.  
*Civil Service Assembly*. Eastern Region Conference. 1313 N. 60th St., Chicago 37.
- 6-7 Houston, Texas. Rice Hotel.  
*Southwest Area Conference on Industrial Relations*. K. R. Dailey, P. O. Box 2180, Houston, Texas.
- 12-14 Niagara Falls, Ontario.  
*National Council of Industrial Management Clubs*. Wm. F. Meyer, Sec., 347 Madison Ave., New York 17.
- 22-24 Yosemite National Park.  
*Civil Service Assembly*. Western Region Conference. 1313 N. 60th St., Chicago 37.
- 25 New York. Waldorf-Astoria Hotel.  
*National Industrial Conference Board*. Regular Session and 33rd Annual Meeting. S. Avery Raube, 247 Park Ave., New York 17.

Not many companies have tried executive position evaluation. Some say it is impossible. Here is the story of three years of success with such a plan by a company known for its progressive personnel policies.

# Management Positions Can Be Evaluated Successfully

By EARLE F. GILL, General Foods Corporation

**N**EARLY three years' experience in General Foods substantiates the conclusion that management positions can be evaluated successfully.

In 1946 General Foods Corporation decided to evaluate their top executive, administrative and professional positions up to the vice presidential level. Today, the result of that decision is an effective, smoothly functioning position evaluation program. In effect, it's a "success story." Here are some typical comments of people who took part in developing and administering the program.

"This program will be here long after you and I."

"A success far beyond our fondest expectations."

"I was opposed to it at first. Now I'm one of its staunchest advocates."

"I don't know how we got along without the Managerial Evaluation Program."

There's much additional evidence to substantiate its value and its success. Some of it will be summarized later. Once made, the decision to evaluate top managerial positions cannot be compromised. There can be no successful conclusion to a program of this sort without the fullest contribution of time and effort by every one associated with it. The services of people in the upper levels of organization will be essential and there will be occasional dislocation of normal daily schedules. However, careful planning and scheduling can minimize that problem. The company's principal Vice Presidents participated in the installation of the program, and it was rare indeed for any member of that group to miss the weekly evaluation sessions during the several months devoted to the initial phase. Their task was difficult because the most careful overall planning could not foresee every problem to be encountered in a complex operation which was largely a pioneering effort.

Evaluation of positions in the managerial group is predicated upon the same basic requirements which are necessary for effective application at lower levels.

Management must be sure that it is prepared to spend the time and effort essential to success. The method and plan must meet the specific requirements of the positions which are to be evaluated. Position descriptions must be prepared carefully, in detail, and cleared at appropriate levels. Evaluation personnel must be selected for capacities of impartial judgment, analytical ability and general overall knowledge of the representative groups of positions involved.

#### CHOOSING AN EVALUATION PLAN

Consideration of the most promising procedures showed at once that background material was relatively scarce. Although the fundamental methods of evaluation have been expanded into many plans for use at the lower levels, there are obvious disadvantages in attempting to apply them to the upper levels. After extensive research to determine the most appropriate method, General Foods called in an experienced consultant to help formulate a sound plan. The consultant, working with the personnel administration Vice President and members of his staff, conducted a survey of the specific conditions which were to be satisfied. A three-factor plan based on the factor comparison method was recommended and accepted. The need for broad, comprehensive factors was indicated by the nature of the positions to be evaluated. Studies showed that the three factors—Knowledge, Decisions, and Responsibility—would measure effectively the work-demand relationships in the group of positions to be considered. Factor definitions were developed around the pattern of position content revealed by previous analyses.

A brief extract from the definition of the knowledge factor is as follows: Knowledge is *know-how* acquired by study and experience in general, special or technical fields. Consider (1) the *number* of knowledge factors; (2) the *extent* to which the details must be known and (3) the *complexity* of each field. This definition was illustrated in the Definition of Factors, which was distributed to each participant in the program, as follows: "Normally the Knowledge factor is predominant in most staff positions and certainly in scientific work and in the learned professions."

The second factor—Decisions—was defined this way: "One position is more important than another, with respect to this factor, if decisions made are more *Difficult* and *Complex*, as, for example, where Judgments must be formed in situations in which facts are not always complete or readily available, results are not easily predictable, or where human reactions are concerned."

The third factor—Responsibility—was defined: "Responsibility is being accountable for something. Accountability is measured by a position's opportunity ultimately to affect profit and loss. Failure to meet the *Accountability* requirements of a position will have *Consequences*, the *Likelihood* and *Seriousness* of which indicate the relative importance of that position's responsibility." In the implementing statement to participants, it was noted, "Normally, Responsibility is the predominant characteristic of executive positions. The six divisions of responsibility which evaluators keep in mind when evaluating a position are responsibility for

men, for markets and products, for assets, for records, for methods, and for outside relations.

It was the conviction that these three factors would be adequate and would constitute logical groupings of those elements which make one position more valuable to the company than another. Approximately three years of experience offers evidence that our conviction was well founded.

### DEVELOPING THE RATING SCALES

The use of "points" was decided on as a means of expressing relative values. Scales were not predetermined, but were developed by an Evaluation Board which considered a specified number of key positions in the company. This Board was made up of the principal Vice Presidents of the corporation, and three officials whose duties gave them a wide knowledge of position content. Following a rigorous program, this Board proceeded to construct scales for the key positions. These key positions were selected because they were representative of all salary levels and a wide variety of job types, their place in the organization was clear and unambiguous, their duties were capable of clear statement, they were stable and well established, and they were well and widely known.

With completed position descriptions before it, the Board assumed its first task, namely, that of constructing factor scales. The members selected 19 "key" positions, from high to low salary value, reviewed the total salary value of each position, one with reference to the other, and then distributed the total value among the three factors, applying the principles of "pooled judgment" into a smoothly ascending series. While the scales were under construction, it was found that with only slight changes in the values of the key positions under each factor, they could be arranged in steps so that each rise was 15 per cent larger than the one below it. Each scale thus became a geometric progression, in line with the experience of our consultant, which shows that the accuracy of evaluators falls sharply if they try to recognize differences between position factors of less than 15 per cent. When the scales were ready, the Board put them into use by considering additional positions. As these positions were added to the program, they were measured against established jobs by factor and in turn added to factor scales for use in evaluating other jobs.

### "PRICING" THE SCALES

After a system was developed by which all evaluated positions in the Managerial Program were related to each other in total points, a "pricing" step was in order. Basically, selection of the relationship between points and dollars involved an overall salary policy determination. It was decided that the mid-point of the monetary range for the position would be the total point value multiplied by 100. The minimum would be this amount less 15 per cent; the maximum, this amount plus 15 per cent.

With this new tool of salary administration, the Vice President in charge of an area has complete freedom of salary action within the established range for positions in his operation. Once the maximum has been attained, two alternative courses are open, (a) Review by the Area Board of the evaluation of the position to verify its correctness for new responsibilities which may have been added; (b) Securing the explicit approval of the President to exceed the maximum of the range, or, as we call it, the "line of authority." Managerial Position Evaluation in General Foods is now a "going program". Administration is accomplished through Area Evaluation Boards, and the Main Position Evaluation Board, assisted by the author as Executive Secretary. The Area Evaluation Boards receive their name, not because they cover any specific geographical area but rather because they include the "area of interest" of each of the respective members of the Executive Council; namely, the Vice Presidents, the Treasurer, and the Controller.

This is the way evaluation is made: The person in a position believed to fall within the scope of the Position Evaluation program is given a "package" consisting of an explanation of the program, the factors used, an example of an executed position description, and four blank copies of the position description form. He fills in a complete description of his position, setting forth the pertinent facts, including a statement detailing his duties, the specific Knowledge requirements, Decisions requirements, and Responsibility requirements. Concurring signatures of two higher levels of supervision are obtained next. Then it is sent to the Executive Secretary. The Executive Secretary arranges a meeting with the Area Board Chairman. Members of the Area Board are: (a) the Area Board Chairman, i.e. the Vice President, Treasurer or Controller, in whose operation the position is located, (b) the General Manager or comparable official having line authority, (c) the personnel administration Vice President, and (d) the Executive Secretary. The Executive Secretary notes in his records the receipt of the position description, transmits copies to each member of the Area Board, and notifies them of the meeting date.

#### MEETINGS OF THE AREA EVALUATION BOARDS

After the members have had an opportunity to review the description of the position and compare it with evaluations "in the record" in their copy of the Position Evaluation Manual, the meeting is called in the office of the Area Board chairman. The Executive Secretary, in his judgment, invites participation in the Area Board meeting of the interested service department representative or obtains his evaluation opinion. To illustrate; if the position is engineering in character, the Vice President of manufacturing and engineering is notified. Pooled judgment of those best able to evaluate the position, measured against and guided by the evaluations of positions already rated in a similar way, is the crux of the program.

The Area Board meeting usually is opened by either the Chairman, or the General Manager, or other comparable executive, who proposes an evaluation rating for the first factor, Knowledge. The proposal is represented as being substantiated

by the ratings on this factor for other comparable positions, usually in the same function. An exchange of opinions with supporting data follows. When agreement is reached on this factor, each of the other two, Decisions and Responsibility, is handled similarly. The total of the points for the three factors is the position's evaluation. A written confirmation of the action taken at each Area Board meeting is furnished all participants by the Executive Secretary.

The personnel administration Vice President and the Executive Secretary, in addition to pooling their judgments, use their representation on the board as a kind of "insurance" to the end that the evaluations being recommended in a specific area are consistent with evaluations "of record" in other areas of the corporation. They might be considered as "representatives-at-large." It should be pointed out, however, that the educational process of getting the board members to bear in mind the necessity for keeping evaluations in line with other evaluations in the corporation has been so successful that in only a few instances has it been necessary to refer the matter to the Main Evaluation Board; a course that is open when the "representatives-at-large" cannot agree with the evaluations advanced because of their feeling that distortions may result in the corporate picture.

The Main Position Evaluation Board is made up of all the Vice Presidents, the Treasurer, and the Controller. Regular meetings are held quarterly, at which an agenda prepared in advance is considered. In addition to special items, such as policy questions, or evaluation of a position referred to it because of inability of the members of the Area Board to agree, the agenda always contains two items: "Comments on the Managerial Position Program" by the personnel administration Vice President, and "Confirmation of Area Board Evaluation actions since last Main Board meeting."

#### KEEPING BOARD MEMBERS INFORMED

The item "Comments on the Managerial Position Program" recurring each quarter, establishes a permanent and desirable channel of communication to the Main Board members on the status of the program. To facilitate disposition of the item "Confirmation of Area Board Evaluation Actions since Last Main Board Meeting," each member is sent a summary of all such actions for review prior to such quarterly meetings. By this method each area of the company is informed of position evaluation actions in the other areas. This practice has been found to be indispensable. Complete minutes of the proceedings of the Main Position Evaluation Board Meetings are prepared and sent to members within a few days of the meeting.

Because it is recognized that position content changes, and that such changes may have an evaluation effect, a rigid policy has been followed of informing Area Board chairmen concerning all positions which have not been evaluated within a year. The request is made that the office of the Executive Secretary be advised either that the position has undergone no substantial change since its evaluation

date, or that, if it has changed substantially, a new description be submitted for consideration by the appropriate Area Board. This is considered of such importance to the success of the program that asterisks are carried in the Position Evaluation Manual after the positions which have not been reviewed within a year, and are not removed until the required action is taken. In addition, the data in the Position Evaluation Manual includes the date each position was last evaluated, or reviewed and confirmed.

There is further evidence to support the conclusion that management positions can be evaluated successfully. But first it should be pointed out that the very knowledge by the participants that there exists a planned method for evaluating managerial positions is in itself an important morale factor.

Let's look at the evidence.

(a) Full cooperation of the operating personnel in the administration of the program is the established practice.

(b) The quarterly meetings of the Main Position Evaluation Board consisting of such important officials as all the Vice Presidents, the Controller and the Treasurer are characterized by full attendance.

(c) When the pricing "line" was established on the scatter diagram for the evaluated positions in the program in 1946, a pattern of salaries for managerial personnel was disclosed; some below the minimum, some within the range, and some above the maximum. For practical reasons all salaries found below the minimum were not immediately brought to the minimum; and all salaries above the maximum were not reduced to fall within the range. Studies of managerial salaries since 1946 have disclosed an encouraging tendency to concentrate within their evaluated ranges.

(d) Those most concerned—and because of their knowledge, most capable—are now evaluating positions with the aid of this approved salary administration tool. The best judgment of these individuals is being called into play and pooled.

The success of the evaluation plan is important because it permits the President to devote the time he would otherwise spend in discussing individual salaries to other important policy matters. It is estimated that by the use of this "tool" two full work-weeks of the President's time is saved each year, not to mention his headaches.

#### GIVES A COMPETITIVE ADVANTAGE

Colby Chester, former Chairman of the Board, emphasized the importance of promoting maximum effectiveness of our human resources when he said: "If money, materials and equipment are available to all my competitors on equal terms, then the most potential source of advantage that I have is in a more effective utilization of my human resources through the techniques of personnel administration. Thus, it's just good business to encourage a *maximum development of individual capacity* in



your organization. *IT GIVES YOU A COMPETITIVE ADVANTAGE.* It shows on the profit sheet."

"Maximum development of individual capacity!" It just can't happen without sound morale! And sound morale can't be developed without a sound, equitable pay structure. And how does a sound, equitable pay structure happen? It *doesn't* just happen. You have to work for it! General Foods' top management worked for it—worked very hard indeed. The success of this company's Position Evaluation Program is a tribute to the foresight and the confidence behind the decision of more than three years ago to evaluate administrative, executive, and professional positions up to the vice presidential level.

Management positions *can* be evaluated successfully.

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### PLEASE ENTER MY SUBSCRIPTION "WITH MEMBERSHIP"

Readers with long memories will recall that the PERSONNEL JOURNAL was once called *Journal of Personnel Research*. It was founded almost 28 years ago as an organ of the Personnel Research Federation and it continued as such for many years. It is surprising how many readers still order a subscription "with membership." And it is even more surprising the amount of mail that comes addressed, not merely to the previous address of the Federation, but to the address of the Engineering Society's Building on 39th Street, New York which has not housed PERSONNEL JOURNAL for more than ten years. Several years ago the Personnel Research Federation, having outgrown its usefulness, was liquidated and the PERSONNEL JOURNAL now is simply that and nothing more—a magazine of current personnel practices for the active worker in personnel and labor relations. A good many letters ask for copies of reports, bulletins and other material and to each such inquiry we have to say that the PERSONNEL JOURNAL can offer only the magazine itself and the index which appears in the April number each year, this being the last number of each volume. A perusal of the indexes over the years will reveal a vast storehouse of valuable information. There is still demand for back issues containing articles five, ten, fifteen and even twenty years ago. With the help of our readers we shall try to continue to offer new articles of value.

A personnel program that failed is described here. The author—who obviously must remain anonymous—tells a familiar story of managerial ineptness, in the hope that others may profit from his experience.

# A Personnel Program That Failed

ANONYMOUS

SOME people claim that the only way to learn is by experience. However, there are some who learn from the mistakes of others and this article is for them.

When being hired into a company engaged in the manufacture of electronic equipment the author, like the rest of the new employees, was told of the many employee benefits. These included such items as accident and health insurance at low rates, pension plan, seniority rights, internal promotion, company parties, picnics and recreational programs. These technicolored promises were appealing. After working for the company awhile it was discovered that there was more "heat" within the factory than was generated by the soldering irons. The high turnover rate, the high absenteeism rate and employee dissatisfaction soon became apparent.

When the foreman of a production line employing 50 persons was notified that there were 10 absent he remarked, "Is that all?" This is no joke for the foreman on a television line involving thirty-five specialized operations which usually entail special instruction for each operation as well as instruction of the handling of special tools and equipment.

One of the better features of the employee benefit program was the music. However, although the working day was eight hours, music was heard only two or three hours a day on the average. The programs selected and length of time listened to depended on the two foremen nearest the controls. *Employees were never asked what programs they would like to hear.* This is mentioned as a reminder that the pay envelope is not the only item in employee satisfaction. If you have a music program governed by one person, remember that some of us may not like hot jazz.

One morning the following employee opinion questionnaire was handed to each of the fifty workers in the television line—*by the supervisor:*

## QUESTIONNAIRE—TELEVISION LINE

Because of the large number of complaints from the television line, it is our sincere desire to attempt changes in the mechanics of the line to make your job a little easier. It is with this thought in mind that we request you to fill out the following questionnaire.

May we bring to your attention also that you do not have to sign the questionnaire. We would like to have your honest opinion. A space is provided below for any suggestions you may have other than those listed.

Please fill out and return to your Group Leader.

Thank you.

1. Do you believe that lowering the benches 4", so that you may do your work sitting down, will help?  

Yes ☐ No ☐
2. Do you believe rubber matting on the floor will help?  

Yes..... No.....
3. Would some electrical or mechanical method of moving the chassis on the line help—that is, a conveyORIZED line?  

Yes..... No.....
4. Any other suggestions you may have:

When the questionnaire was distributed, the supervisor asked each worker an additional question which had not been printed on the questionnaire. The question concerned the placement of soldering iron racks. The answer to this question was to be placed at the bottom of the questionnaire. During the process of interrogation the supervisor was reading the responses on the questionnaires. This was immediately observed by the employees and consequently many of them changed their answers. While collecting the questionnaires the supervisor removed one and threw it away. The author later recovered this particular questionnaire and under item four found several suggestions had been written which the supervisor evidently did not like.

In talking to about sixty per cent of the employees it was learned that under item four of the questionnaire the two most common suggestions were:

1. Work should be more evenly divided.
2. A more systematic distribution of TV parts should be made.

Some employees left item four blank; some wrote worthwhile suggestions; and as would be expected, there were some who wrote useless or impractical suggestions. Even though there was much time consumed with this questionnaire, there were no changes made in the television line.

## HOW TO HANDLE AN EMPLOYEE OPINION SURVEY

The author made the following observations with regard to the TV questionnaire:

1. An "outsider" should have handled the questionnaire.
2. Although the TV questionnaire had originated from the personnel office, the employees had no proof of the fact.
3. The questionnaire was not distributed or collected in a confidential manner.
4. The results of the questionnaire were not made known.
5. No actual changes took place as a result of the questionnaire.

When things are not running smoothly, when complaints pour into the personnel office, when it is obvious that some changes are in order, an employee opinion questionnaire can usually locate the trouble, if the questionnaire is properly prepared, distributed, collected and evaluated. I certainly agree with Harry Hepner where he states in his book *Psychology Applied to Life and Work*: "When it is necessary to ask questions which involve the personal intimacies of the individual, the questionnaire must come from a third disinterested party or from someone who is able to assure the person that the answers will be kept confidential and used in a legitimate manner." (P. 512)

This company, engaged in the manufacture of electronic equipment, had placed brightly colored "Suggestion Boxes" at strategic locations throughout the plant. On each box, surrounded by \$ signs, was painted the words, "Turn your ideas into dollars." The author invented a tool which simplified the assembling of a part on the television chassis. A suggestion describing the tool and its uses was placed in the "Suggestion Box" nearest the personnel office. A month later the author asked a member of the personnel department if the suggestion had been received. The suggestion was still in the box! The author was informed that this was the first suggestion that had been turned in in six months. It was stated that there would be a "suggestion committee" appointed in the near future. It has been five months since the suggestion was turned in and the tool is still being successfully used but evidently no one wanted to serve on the suggestion committee. Personnel executives planning a "suggestion program" should see to it that every suggestion is acknowledged, even if it is only on a mimeographed form.

The failure of the personnel program described was obviously due to the way in which it was managed. The personnel executive who desires to carry on a program of participation which will improve labor-management relations should remember, "Don't ask anyone if you have a dirty face—unless you intend to wash it."

Planning a training program is difficult under any conditions. Here is an outline that will help solve the problem; from identifying the training needs to checking the results.

# How to Build a Training Program

BY LAWRENCE G. LINDAHL, Personnel Director,  
The Todd Company, Inc., Rochester, N. Y.

IT is generally recognized that industrial training is an essential part of good personnel administration. Training is something that must be done continuously and should be organized on that basis. For this purpose the personnel or training director will find an outline of procedure valuable when organizing the training. The outline given here should be especially useful to beginners in the personnel field and may even serve to consolidate thoughts about training programs for the "old timer."

## I. *Identify* the training needs. *How* to find them.

1. Ask management.
2. Get the needs from foremen and supervisors.
3. Get the needs from workers.
4. Study the production costs.
5. Study the quality of the product.
6. Study the quantity of the product.
7. Search the job analysis and job evaluation.
8. Make a first-hand observation and study the individual on the job.
9. Study the experience records of the prospective trainees.
10. Study new methods and processes.
11. Study new laws.
12. Study efficiency ratings of departments and incentive ratings and appraisals of individuals in departments.
13. Find the most difficult part of the job. It is the part the individual has the least experience in. One way is to ask the individual. Another is to study the job and analyze the difficulties.

## II. *Analyze* the needs for training content after they have been identified.

1. Decide on the essentials—those necessary to do the job.

2. Decide on the related material—that which is not really necessary but helps.
3. Decide on which are tangible and which are intangible of the above.
  - a. Hows and whys of materials.
  - b. Hows and whys of people.

### III. *Organize* for training.

1. Decide on the most important needs.
2. Make an outline.
  - a. Define objective.
  - b. Determine suitable instructional blocks.
  - c. Break down the instructional blocks into learning and teaching units.
  - d. Determine best methods for type of material. (Is it skill, information, personality adjustment?)
  - e. Determine personnel to handle the instruction.
  - f. Determine place, time, equipment needs for carrying out program.
  - g. Determine needed policies to carry out program as planned.

### IV. *Train*—put the program into action.

1. Determine the best method for each unit and brush up on the procedure for it. Always have an aim, presentation, application, and follow-up.
2. Schedule—make arrangements.
  - a. Place, program, props, set-up.
  - b. Give notices—time and who is to receive them, preliminary and final.
  - c. Assign responsibilities and deputize—who is responsible for what in program and arrangements.
3. Execute and direct.
  - a. Plan your work and *work your plan*.

### V. *Supervise*—follow the program through. *How* depends upon type of program. Always figure out a way to check immediate and future results.

1. Check each performance.
  - a. Observation
  - b. Objective instruments of teaching and learning.
2. Check the results (evaluate the results of training). This is quality control of training. There are several ways to do this. Good training should yield some of the following:
  - a. Increased production.
  - b. Better quality of product.
  - c. Reduction in time required to do the job.
  - d. More operators able to meet standards.
  - e. Decrease in learning time or increase in learning rate.
  - f. Noticeable decrease in breakable supplies or tools used.
  - g. Reduction in waste of supplies or products.

- h. Reduction in number of accidents.
  - i. Less absenteeism.
  - j. Reduction in the separation rate of employees.
  - k. Reduction in any and all costs of operation.
  - l. Better performance on personnel tools such as tests, rating scales or attitude surveys.
3. Always keep sufficient records.

This outline should be considered a training tool. Like any other tool, the more it is used the more skillful the user will become. He will gradually acquire a very large stock of knowledge, interest and skill in all five of the divisions of the outline.

## About the Authors

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*Anonymous* is a real person, even though it is not possible to give his name. He is a personnel psychologist for a Civil Service Commission and deals with problems in training, test construction and counseling for over 50 departments covering 23,000 employees. The experience described in this program which failed was his own.

*Dr. Lawrence G. Lindahl* is an industrial psychologist who is now Personnel Director of The Todd Company of Rochester, New York. He has had the opportunity here of applying his training in psychology to the many problems of an industrial personnel department. He holds degrees from Purdue, Wisconsin and Iowa Universities.

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A good way to improve Union-Management relations is to tackle a problem of mutual concern by joint action. Better Union-Management relations at York Corporation were an important by-product of evaluating jobs together.

# Joint Union-Management Job Evaluation

BY DONALD C. WILSON AND GERALD T. SICHELSTEIL,  
York Corporation, York, Pa.

IN RECENT years many organizations have installed Job Evaluation—with varying degrees of success. However, there are few known cases of failure where the employees concerned have been taken into confidence by management. Where employees are organized into a responsible union joint Management-Union evaluation is a sound way of establishing a successful Job Evaluation and Wage and Salary Administration Program. This practice has been followed by the York Corporation and is producing gratifying results.

When the idea of installing Job Evaluation was first considered, the York Corporation Management called in the Ice Machinery Independent Employees Association Union Officers and explained the desirability of a formal Evaluation and Wage Administration Plan and invited Union participation. At first the Union Officers were skeptical but agreed to present the idea to their membership. After this was done, and the membership had approved, a Joint Job Evaluation Committee was organized. The membership was divided evenly between management and union with the corporation's Chief Job Analyst serving as Chairman. The committee consisted of two permanent management members and two permanent union members. One union member serves as secretary of the committee. While the committee is in session the secretary records the results of the evaluations of each job.

## HOW THE COMMITTEE WORKS

The chairman of the committee functions in an impartial manner, guiding the committee discussion and evaluation of each job in accordance with accepted evaluation standards. While the jobs of each different department were being evaluated,



the head of that department and the union delegate of the same department became members of the committee. As the evaluations of all the jobs in an individual department were completed, the department head (usually the general foreman) and the union delegate were relieved from active participation in committee meetings and returned to their respective shop duties. However, they always remain members of the committee to the extent that they may be called upon in the future to sit with the committee on matters pertaining to new or changed jobs within their department.

During the initial installation of job evaluation, the duties of the Joint Committee were to evaluate each job covered by the evaluation plan. Before the actual evaluation was started a written announcement was sent to all supervisors and employees. In this announcement management was careful to point out the objective of job evaluation and, even more important, that the entire program was a joint affair and that all employees were to participate. The superintendents of production were also careful to explain to their subordinate supervisors the role that each was expected to play. At all times the superintendents worked very closely with the Joint Job Evaluation Committee and rendered complete cooperation and support.

The next step was to hold educational meetings with all supervisors and all union officers and delegates. These meetings were conducted on a departmental basis so as to keep the group small—not more than fifteen or twenty at most. The meetings were presided over by the Chief Job Analyst and were conducted on an informal basis. At the start of each meeting a brief explanation was given of the objectives of formal job evaluation and wage administration. The meetings were high-lighted with a sample—evaluation of an actual job in the department represented. All persons present served as members of a temporary committee to illustrate and enact the evaluation of a job by a committee, following the accepted job evaluation plan. These meetings proved practical and profitable from an educational standpoint. It was at this point that the mystery of job evaluation evaporated and revealed itself in the strong light of common-sense. The discussion at these meetings saved much dissatisfaction later on.

### DESCRIBING THE JOB

After the educational phase of the project was complete jobs were listed and described by a job analyst. After the job description was written and typed it was then returned to the supervisor, who in each instance went over the description with the proper union delegate and the employee concerned. In each case the supervisor, delegate and employee were all asked to read the description and correct it as the facts warranted. In no case was a description considered complete unless it had been approved for content by the supervisor, delegate and employee.

With the descriptions complete for that department, they were given to the Chief Job Analyst who then presented the job descriptions to the Joint Committee

for evaluation. The Joint Committee evaluated jobs by departments. As the jobs in one department were evaluated, the Joint Committee then took up the jobs in another department. In all, approximately 75 different departments were evaluated and about 1000 different jobs were considered. In no case did the committee fail to secure sufficient agreement to evaluate a job. A majority vote of the committee was necessary to place a point value on a job. The Chairman could not vote. The evaluation plan was designed especially to fit the jobs at York Corporation and features of both the Point and Factor Comparison Systems were used, although basically the plan used can be classed as a Point System Plan.

After all jobs were evaluated and employees tentatively classified into jobs, scattergrams were constructed by the Chief Job Analyst and presented to the committee. It was at this point that job and factor comparisons were made across departmental lines. Such comparisons were valuable as they pointed up the necessity for revision of some evaluations. With these refinements the Joint Committee reviewed the proposed wage line and labor grades. Here, again, a job-by-job check was made in order to assure that similar jobs in various departments were accorded equal consideration and treatment.

After the labor grades were established, it was then time to place money values on each grade. This was first done by the Chief Job Analyst by utilizing the wage pattern as revealed by the scattergram. That is, the corporation's then current wage structure was the basic information used in placing money values on labor grades. Each grade carried a minimum and a maximum rate of pay for the jobs falling in the respective grades. The labor grades and accompanying wage structure was then presented to the committee for review and approval. After committee adjustments were complete, the entire project was presented to management for consideration. At this presentation the numbers of overpaid and underpaid employees were known and the cost of bringing up the underpaid employees was furnished. At the same time, the cost to the company of overpayments was shown. When management had given tentative approval to the results, the same information was presented to the Union Board of Delegates for action. Approval was given by the Board of Delegates and at a later date by the President and Board of Directors of the York Corporation.

#### INSTALLING THE COMPLETED PLAN

Following the evaluation of all jobs and the establishment of a formal wage structure the plan was then installed. The installation called for the formal classification of each employee into one of the appropriately described and evaluated jobs. Immediately prior to the step of classifying all employees, a small booklet entitled *Yorkco Hourly Rates* was mailed to the home of each hourly paid employee. The booklet utilized cartoons in explaining the objectives of job evaluation and formal wage administration. As far as possible the entire story of the job evaluation and wage administration plan was covered in the booklet. The classification

of employees was a task of considerable magnitude, as it covered approximately 3400 hourly-paid employees.

As the classification of all employees was completed, a master wage control file was set up, listing each job and each employee. Those employees who were underpaid were gradually increased over a period of six months until their base wage rates corresponded with the minimums of the labor grades in which their jobs were classified. Where employees were overpaid every effort was made, over a period of six months, to place such overpaid employees in jobs that would carry their wage rates. This was done only if an opening existed and if the employee was qualified. For those who could not be so placed, the appropriate pay adjustment to the maximum of the correct labor grade was made.

The installation of job evaluation and wage administration then called for the everyday administration of the plan. The actual day-to-day wage administration is under the Wage and Salary Administration Department of the Industrial Relations Division. The Joint Management-Union Job Evaluation Committee is retained on a permanent basis. No job evaluation can be changed unless first approved by the committee.

As method changes take place in the plant, the Wage and Salary Administration Department is advised not only by the production superintendent, but by the methods and rate departments. If such changes affect the content and responsibility of any job a job analyst prepares a new or re-description of the job and presents it to the department foreman, union delegate and employee or employees concerned. After the job analyst receives foreman, delegate and employee approval of the description it is then presented to the Joint Committee for evaluation and assignment of the proper labor grade. Whenever job descriptions become obsolete the committee abolishes the entire job description and point rating.

#### HANDLING COMPLAINTS

If an employee has a complaint regarding an evaluation or a job description, he is urged to bring the matter to the attention of his foreman. If the employee does not wish to contact the foreman himself, he may ask the delegate to accompany him, or may ask the delegate to act for him. If the foreman and delegate cannot settle the complaint, the foreman then sends a request for re-evaluation or review of the job to the superintendent and then to the Wage and Salary Administration Department. Here the request is assigned to a job analyst who gathers the facts and presents them to the Joint Evaluation Committee. Before any action is taken by the committee, the department foreman and delegate are called in to sit as members of the Joint Committee. *In each instance the committee evaluates a case on its merits and the committee decisions are binding on all concerned.* In the event the committee reaches a deadlock, the case is referred to another committee. The latter committee consists of the director of manufacturing, the manager of the industrial relations division, union president, union vice president, foreman and delegate from

the department concerned, with the chief job analyst serving as secretary. To date it has not been necessary to refer a single case to the second committee.

Whenever new delegates and foremen are introduced into the scheme of things the procedure calls for an educational meeting outlining the purpose and aims of job evaluation-wage administration and the part each new foreman and delegate is expected to play in administering the plan. In each case the foreman and delegate are impressed with the fact that they have a real responsibility, not only to themselves but to the employees they represent in seeing that fair and honest evaluation is done at all times. Every delegate understands that he has as much to say about the evaluation of the jobs in his department as has the foreman or a management member of the Joint Evaluation Committee.

#### HANDLING INDIVIDUAL WAGE CASES

A factor of great importance is the everyday participation of each foreman and delegate in handling individual wage problems. Since each foreman and delegate actually participates in the evaluation of a job, he is in a good position to explain to an employee the answers to most questions that arise concerning the employee's job classification, the evaluated worth of it, the wage rate application to it, and the available promotional steps. As a result, few troublesome cases reach the Joint Job Evaluation Committee.

All Joint Job Evaluation Committee meetings are held during working hours and the union members of the committee are paid for time spent in committee meetings. By following this practice a union member of the committee loses no pay.

A regular docket of requests for new and re-evaluations is maintained by the Wage and Salary Administration Department and unless an emergency case arises, committee meetings are called when the committee time required amounts to at least one-half of the working day. Such practice obviates the necessity for calling men off their jobs for only a few minutes or for one or two hours.

It is obvious that when an evaluation program is accomplished through the efforts of a Joint Management-Union Committee, the entire program can succeed or fail with the committee. The membership of the committee should consist of employees who, whether management or union, command the respect of their fellow-workers.

The management representatives of the committee should be supervisors who, because of their knowledge of the organization and their personal conduct, receive the respect of employees. Management members should be preferably persons who have considerable service with the firm. Above all, men selected to represent management must be known to be basically honest and sincere and they must have proved their ability to analyze and weigh both sides of a question. In addition, a committee member must be blessed with patience. A prospective committee mem-

ber may be well qualified in other respects but if he does not possess reasonable patience he will be a liability to the committee.

As for the qualifications of the union members of the Joint Committee, there is no difference in the basic requirements. That is, all should be regarded by their fellow employees as basically honest and sincere in their efforts to do a job. The union members should be officers in the union. The primary reason for having officers participate is because they have been elected to their jobs by the union membership; hence they will have the confidence of the membership as a whole. Also, union officers who are committee members will feel more free to make decisions than will persons who are not.

#### THE SKEPTICS SAID IT COULDN'T BE DONE

Many skeptics have said Joint Management-Union Job Evaluation cannot be accomplished successfully. To those people, we say it can be accomplished and we, at York Corporation, point with pride at what we have done as members of management and labor working together.

A similar job evaluation program is now being started for salary jobs at York Corporation. In the salary evaluation program two different unions are participating, and here, again, the joint committee idea is being utilized. At York Corporation the wage complaints that have arisen have all been minor in character and no single case has remained unsettled for longer than a few days.

Joint job evaluation is one sound step that a progressive organization can take in order to build a sound human relations program. We have always been aware that employees make constant comparisons between their jobs and pay and the jobs and pay of their fellow workers. Lacking authoritative information and a sensible yardstick, they form opinions about their jobs and pay that too often do not reflect the true conditions. Discontent, dissension and low productivity are the natural results of such a situation.

York Corporation management felt that it was good old-fashioned "horse sense" for management and employees to agree upon a measuring stick, educate both sides to understand and apply the yardstick and then actually sit down and measure each job on a joint basis. Such a joint effort, if undertaken in good faith and sincerity, helps to cement sound management-employee relations.

The interview will always be the most important part of the selection process. Here are some new ideas on interviewing that can be used in almost any hiring process. Also, the author describes an effective way of using part-time high school students.

# Selection Methods for Part-time Workers

BY FRANZ A. FREDENBURGH, Director of Personnel,  
Great American Insurance Company,  
New York City

**S**LECTION of personnel implies a labor supply in excess of the demand, and hence some choice of candidates. In today's tight labor market most sources of labor have already been wrung so dry that little or no selection is possible. Many personnel executives have been forced to turn to hitherto unused sources to meet their ever-growing recruiting demands. They have found it both necessary and possible to use students still attending high school to cover some of the more critical and urgent vacancies.

This trend has prompted thousands of young people to seek employment, when formerly they would have assumed that employment was out of the question. It has brought hordes of youthful applicants to employment offices who have little or no idea of how to present themselves for employment. Many of these youthful applicants must be counseled before they become employable. They must be led by the hand through the rigors of filing applications and income tax exemption certificates, obtaining employment certificates and social security numbers. They must be tutored and cajoled to dress suitably and conduct themselves appropriately for business. First and foremost, however, the best of the available supply must be selected for this careful grooming.

Selection of such applicants is a hard problem, not only because of the number and uneven flow of applicants, but also because of the inexperience of interviewers in making selection of this type of candidate. There is little to go on. With no experience to recommend them, applicants must be screened chiefly on the basis of age, maturity, appearance, dress, speech, and general impression.

Tests are of some value. A general measure of intelligence will screen out those applicants whose ability to meet new problems is limited. It will spot the applicant

of exceptional ability for assignments involving quick thinking and mental alertness. Tests of manual, mechanical, and clerical aptitude are helpful in identifying an applicant's power to acquire specific skills. A personality inventory will often screen out the emotionally unfit. At best these measures only indicate potentialities. They help to verify the interviewer's impressions and fortify his decisions. But they fail to get at some important personal factors.

#### SECURING SCHOOL INFORMATION

Likewise, the traditional type of reference information, suitable for applicants with an employment history, is of no value for students without a work history. Many employers have very largely discontinued the use of references on the ground that turnover is so high and the value of the information obtained so doubtful as not to justify the expense. Others ignore all but the most extreme cases of poor reference. Although *personal* references generally point up the favorable qualities of the applicant and ignore the unfavorable, school and business references still remain a reasonably reliable source of information.

A reference form with a four-point rating scale was designed for high school students. The schools were willing to rate students on six characteristics; namely, *scholarship*, *attendance*, *extracurricular record*, *industry and initiative*, *cooperation*, and *honesty*. These items were selected from among numerous possibilities because they were available from the records in the high schools. While it would have been desirable to include ratings on other items, the school records did not carry such information. A single sheet of letter-size paper contains the following items: (1) personal history data necessary to locate the individual on school rolls, (2) the name and address of the counselor and the school, (3) the work schedule and kind of employment proposed for the applicant (included because school officials frequently desire this information and the reference procedure was based on the assumption that there would be a two-way flow of information), (4) a simple request for the information, and (5) a specimen showing how to use the rating scale. On the back of the sheet is the rating form, with definitions of six qualities already mentioned, including space for "no information."

Numerical values were later assigned to each point of the rating scale, of which there were four, so that a total score could be established below which applicants would be eliminated. These numbers were purposely omitted from the scale so that raters would not be influenced by them. For instance, the item "causes friction—a trouble-maker," under *cooperation*, and "known to cheat, lie or steal," under *honesty*, was given a high negative score so as to eliminate the applicant. See Table 1 for sample of obtained ratings. Note that on line A, B, H, and Q, ratings on causing friction, dishonesty, and lack of punctuality were zero or negative.

This information, plus a preliminary screening interview for the purpose of eliminating obvious misfits, prepared the way for selection of the more suitable from among a sizeable number of applicants. Probably the most difficult problem the



personnel interviewer must face, who has vacancies to fill and a continuous flow of applicants of dubious qualifications to fill them, is how to select the better from among the many. A busy day of interviewing may leave the interviewer with a sense of futility in his single-handed attempt to discriminate, when time and numbers press him throughout the day. The *Personnel Panel* helps to solve this problem.

TABLE 1  
RATINGS ON REFERENCE REPLIES

| Candidate | Scholarship | Attendance | Extra-Curricular | Industry & Initiative | Cooperation | Honesty | Total |
|-----------|-------------|------------|------------------|-----------------------|-------------|---------|-------|
| A         | 3           | 3          | 3                | 3                     | -15         | 3       | 0     |
| B         | 2           | 3          | 2                | 2                     | 3           | -15     | -3    |
| C         | 1           | 2          | 3                | 2                     | 3           | 3       | 14    |
| D         | 3           | 2          | 1                | 2                     | 3           | 2       | 13    |
| E         | 1           | 1          | 1                | 1                     | 3           | 3       | 10    |
| F         | 3           | 2          | 3                | 2                     | 3           | 3       | 16    |
| G         | 1           | 2          | 1                | 1                     | 2           | 2       | 9     |
| H         | 3           | 3          | 3                | 3                     | 3           | -15     | 0     |
| I         | 3           | 3          | 3                | 3                     | 3           | 3       | 18    |
| J         | 2           | 3          | 2                | 3                     | 2           | 3       | 15    |
| K         | 3           | 1          | 1                | 1                     | 3           | 3       | 12    |
| L         | 1           | 1          | 1                | 1                     | 3           | 3       | 10    |
| M         | 2           | 1          | 2                | 1                     | 2           | 2       | 10    |
| N         | 1           | 2          | 3                | 1                     | 2           | 3       | 12    |
| O         | 3           | 2          | 1                | 3                     | 2           | 2       | 13    |
| P         | 2           | 3          | 1                | 2                     | 3           | 2       | 13    |
| Q         | 2           | -15        | 1                | 1                     | 1           | 2       | -8    |

#### THE PERSONNEL PANEL

We assumed that group opinion would be superior to that of a single interviewer. Each of our staff of four interviewers selected the best applicants who came to her desk each week, inviting them to return on Saturday for further consideration. On Saturday morning a panel, consisting of the four interviewers and the Personnel Director, sat together and reviewed the week's collection of applicants. We adopted a five-point numerical rating scale on the four characteristics we regarded as essential to intelligent placement. *Appearance, dress, speech, and general impression* were rated. Each member of the panel was instructed in careful and painstaking observation of the characteristics to be rated. Differences in judgment among the several raters were analyzed and reconciled. Experimental ratings were made and discussed before proceeding with the official ratings.

The applicant group was seated in a large training room next to the room occupied by the panel and instructed to be prepared to appear before the panel in small groups. A receptionist, whose pleasing personality and disarming manner placed applicants in a favorable frame of mind, introduced them to the panel, by name, five at a time. The Personnel Director questioned applicants individually in order to



allow each panel member to observe and rate applicants singly. Every effort was made to place the applicant at ease by informal questioning about his interests at school and the kind of part-time job he was seeking. Applicants, when questioned later, said they liked the panel method because it was obviously fair.

TABLE 2  
AVERAGE OF PERSONAL RATINGS COMBINED WITH REFERENCE RATINGS

| Candidate | Personal Ratings |       |        |                |       | Ref. Score | Total Score | Rank |
|-----------|------------------|-------|--------|----------------|-------|------------|-------------|------|
|           | Appearance       | Dress | Speech | Gen'l Impress. | Total |            |             |      |
| A         | 2.25             | 2.25  | 2.50   | 2.50           | 9.50  | 0          | 9.50        | —    |
| B         | 2.25             | 2.75  | 3.00   | 3.00           | 11.00 | -3         | 8.00        | —    |
| C         | 2.75             | 2.50  | 2.75   | 3.25           | 11.25 | 14         | 25.25       | 6    |
| D         | 3.75             | 3.75  | 3.25   | 4.25           | 15.00 | 13         | 28.00       | 4    |
| E         | 3.25             | 3.25  | 3.00   | 4.25           | 13.75 | 10         | 23.75       | 8    |
| F         | 3.75             | 3.00  | 3.00   | 3.25           | 13.00 | 16         | 29.00       | 3    |
| G         | 3.00             | 3.00  | 2.75   | 3.00           | 11.75 | 9          | 20.75       | 12   |
| H         | 2.00             | 1.75  | 2.00   | 2.25           | 8.00  | 0          | 8.00        | —    |
| I         | 3.50             | 3.25  | 3.25   | 4.00           | 14.00 | 18         | 32.00       | 1    |
| J         | 3.50             | 3.50  | 3.25   | 4.00           | 14.25 | 15         | 29.25       | 2    |
| K         | 2.75             | 3.25  | 3.00   | 3.25           | 12.25 | 12         | 24.25       | 7    |
| L         | 3.00             | 3.00  | 3.00   | 3.25           | 12.25 | 10         | 22.25       | 10   |
| M         | 2.50             | 2.75  | 2.75   | 2.75           | 10.75 | 10         | 20.75       | 13   |
| N         | 2.25             | 2.50  | 2.00   | 2.50           | 9.25  | 12         | 21.25       | 11   |
| O         | 3.50             | 3.50  | 3.00   | 3.50           | 13.50 | 13         | 26.50       | 5    |
| P         | 2.25             | 2.75  | 2.75   | 3.00           | 10.75 | 13         | 23.75       | 9    |
| Q         | 2.25             | 3.00  | 4.50   | 3.00           | 12.75 | -8         | 4.75        | —    |

#### THE INTERVIEWERS RATE ALL APPLICANTS

At the conclusion of the session the ratings of all interviewers were calculated for each applicant and an average obtained. The "Reference Score" was combined with the average ratings and a rank-order distribution made of the total scores. See Table 2 for a typical schedule of ratings obtained. Note that the five elements comprising the total score, *appearance*, *dress*, *speech*, *general impression* and *reference score* were given equal weight. The reference score was, however, a combination of six factors. In order to eliminate applicants who were clearly unsuitable for employment because of dishonesty or poor personality, reference scores below the critical level were eliminated from further consideration.

We did not assume that our ratings were perfectly *reliable* or that they were free from *errors of measurement* to the extent that successive measurements of the same individual would yield exactly the same values. However, we did assume that our ratings were sufficiently *valid* for the purpose to which they were being put; namely, that they were measuring what we wanted to measure. From a statistical point of view, it should be noted that even when part scores are merely summed, they are weighted. The variance of the total score is made up of the variances of the parts,

which themselves are unequal. In the absence of knowledge and experience that would support a particular kind of weighting, we felt that we played safe by merely summing point scores, which practice has to its credit the advantage of simplicity.

### INTERVIEWER'S REPORT

| EDUCATION          | High School              |               |   |            |    |            | College |                |    |       | Course | Yr. Grad.              | PHYSICAL STRUCTURE            |                                |
|--------------------|--------------------------|---------------|---|------------|----|------------|---------|----------------|----|-------|--------|------------------------|-------------------------------|--------------------------------|
|                    | 7                        | 8             | 9 | 10         | 11 | 12         | 13      | 14             | 15 | 16    |        |                        | Tall <input type="checkbox"/> | Stout <input type="checkbox"/> |
| APPEARANCE         | Exceptionally Attractive | Attractive    |   | Acceptable |    | Possible   |         | Unattractive   |    |       |        | TENT. CLASSIFICATION   |                               |                                |
|                    | 5                        | 4             |   | 3          |    | 2          |         | 1              |    |       |        | 1                      | 3                             |                                |
|                    |                          |               |   |            |    |            |         |                |    |       |        | 2                      | 4                             |                                |
| DRESS              | Smart                    | Well Groomed  |   | Ordinary   |    | Flashy     |         | Untidy         |    |       |        | TENTATIVE DEPT. ASSGT. |                               |                                |
|                    | 5                        | 4             |   | 3          |    | 2          |         | 1              |    |       |        | 1                      | 3                             |                                |
|                    |                          |               |   |            |    |            |         |                |    |       |        | 2                      | 4                             |                                |
| SPEECH             | Exceptionally Good       | Above Average |   | Ordinary   |    | Poor       |         | Indistinct     |    |       |        | ASSIGNMENT             |                               |                                |
|                    | 5                        | 4             |   | 3          |    | 2          |         | 1              |    |       |        |                        |                               |                                |
|                    |                          |               |   |            |    |            |         |                |    |       |        |                        |                               |                                |
| GENERAL IMPRESSION | Very Favorable           | Favorable     |   | Acceptable |    | Employable |         | Not Employable |    |       |        | PAYROLL TITLE          |                               |                                |
|                    | 5                        | 4             |   | 3          |    | 2          |         | 1              |    | TOTAL |        |                        |                               |                                |
|                    |                          |               |   |            |    |            |         |                |    |       |        |                        |                               |                                |
| REMARKS            |                          |               |   |            |    |            |         |                |    |       |        |                        |                               |                                |

Date \_\_\_\_\_ Interviewed by: \_\_\_\_\_  
 EMP. # 10M 10-43 PHILADELPHIA STORE

### SELECTION BY COMPOSITE SCORES

We selected employees on the basis of a *composite score* indicating all-around effectiveness despite some variation on one or more points. We marked off a score below which we would not hire, excluding from the group those applicants who, in the opinion of the several raters, were distinctly unemployable. The results of the panel selections were almost immediately available. Applicants waited on the spot until the final calculations were made. They were told the outcome in individual interviews. Those who were not successful in the competition were so informed and thanked for their participation. Accustomed to this type of competition in academic circles, they went on their way with a feeling of having competed fairly.

The experiment proved successful in several ways. It insured careful selection. It served as a training medium for interviewers. After two or three panel sessions, the quality of applicants referred to the panel was markedly improved. It eliminated any feeling of favoritism on the part of applicants and spread good-will for the Company. It built morale among a superior group of youthful employees who valued their assignment more highly because they knew they had survived a competition.

## "The Management of Men"

IN AN otherwise excellent article entitled, "The Management of Men," appearing in the February 1949 issue of FORTUNE magazine, the author makes the following statement.

"A list of the duties and departments of the personnel officer of a large company may now cover several pages and include perhaps a hundred functions in a typical organization chart. These will be neatly boxed off under such separate headings as employment, training, research, job analysis, labor relations, grievances, medical, employee services, health and safety. Newer personnel functions, like hospitalization and insurance, show signs of becoming nearly as common as the annual company picnic. Theoretically, all of these operations contribute to the improvement of relations between management and employees. In practice, few of them seem to have done so."

"A great many of these staff operations are still handled as mechanically as any line operation . . . . The result is that personnel departments, in general, despite the current variety of their services, have tended to perpetuate the old, cold techniques of 'scientific management' whose apostles were the 'efficiency experts' of the Twenties."

Anyone familiar with the practice of personnel administration would be the last to deny that the two paragraphs quoted above may well be applicable to a few companies which worship at the shrine of glittering machinery rather than at that of better human relations in industry. Most organizations that have adopted these "techniques" have done so with the full intention that such things as job evaluation, employee induction and selection, shall be carried on with full consideration of the human factor in production. This may be illustrated by five very closely connected points.

(1) It is true that each of the "techniques" mentioned in the FORTUNE article constitutes a systematic and orderly solution of a problem, and to many this may seem mechanistic. But system and order thus applied reduce to a minimum that inconsistency in decision and action that is one of the great irritants in any production team.

(2) Those who are responsible for the work of others are forced, when they use such methods, to think systematically about people and their jobs. By following uniform policies and procedures they develop knowledge and understanding of human problems and learn to avoid favoritism and prejudice. Through habits thus acquired, they learn to think first of human resources rather than of material resources.

(3) Since the manager is *forced* by the use of systematic personnel methods and procedures to consider the human element, and to think of this element first rather than last in his planning and programming, he becomes increasingly conscious of his

human contacts in his day-to-day work. Thus he cannot avoid improving his relations with others.

(4) The better personal relationships that are thus developed all the way down through the organization pyramid and across at its various levels create a favorable atmosphere in the organization. This cannot be achieved by bombarding the worker with tracts and other printed materials, or by exposing him to so-called educational activities. All of these things *are* mechanistic, and they will be ineffective without the atmosphere that grows only out of experience with those executives who are conscious of fellow employees and their needs.

(5) Modern American management has frequently, and often quite properly, been charged with authoritarian administration of its affairs; and this in a country and under an economic system that is basically democratic. However, a considerable concentration of authority is inevitable. But personnel procedures provide guides for uniformity in many decisions that have to be made in connection with people. Therefore, personnel procedures, *properly applied*, permit adequate yet systematic delegation of responsibility deeper and deeper into the organization pyramid. This broadening of authority at the lower levels develops job knowledge, job pride and job satisfaction that translate themselves ultimately into higher production.

The essence of the application of the procedures, mistakenly referred to in FORTUNE as "techniques," lies not in the outward appearance of the mechanics of the procedures but rather in the fundamental ideas that lie behind them and the objectives toward which they are aimed. Perhaps articles in professional publications and speeches made by personnel men in professional or other gatherings have given the impression to the uninitiated that the emphasis is on the installation of an efficient procedure rather than on the reasons for the procedures. This is a fault which can readily be corrected in later publications and speeches by making certain that the principles and fundamental objectives are always stated, even when the immediate audience may be presumed to be familiar with the principles and to understand the objectives.

Perhaps we in personnel administration tend to talk too much among ourselves and fail to realize that we are now being heard by an ever-widening audience that does not have the experience and knowledge necessary to full, complete and sympathetic understanding. In any case, perhaps we should spend less time talking about technical details and more about fundamental ideas and aims. Certainly the country can ill afford to have misunderstandings of personnel procedures stated in a magazine so widely read as FORTUNE.

SAMUEL L. H. BURK

# Personnel Research

Editor's Note: The purpose of this section is to call to the attention of personnel workers a few of the more practical research studies currently reported in technical journals. It is realized that many of these studies are of doubtful immediate use to many personnel people because of their technical language and method. It remains true, nevertheless, that most good research is, by its nature, technical. The up-and-coming personnel worker, therefore, must be equipped with the necessary "tools" for digging in this rapidly growing field of research. The most important of these tools—which will unlock a great store of research material that will be found of use in business and industry—is psychological measurement and its handmaid, the statistics of probability.

*The Rosenzweig Picture-Frustration Study in the Selection of Department Store Section Managers.* By H. Wallace Sinaiko, L. Bamberger & Co., Newark, N. J. *Journal of Applied Psychology*, February, 1949, 33, 36-42.

The Rosenzweig Picture-Frustration Study was administered to 53 Department Store Section Managers for whom measures of job efficiency were developed from ratings and other information. The test and efficiency ratings showed significant relationships. A cutting score selected from a combination of parts of the test would admit 10 of 15 top-rated managers and only 4 of 15 bottom-rated ones. This relationship, while far from perfect, shows promise of being useful in future selection of section managers.

*An Analysis of the 1948 Polling Predictions.* By Daniel Katz, Survey Research Center, University of Michigan. *Journal of Applied Psychology*, February, 1949, 33, 15-28.

"After naming the winning candidate successfully in three presidential elections, the public opinion pools stumbled badly in 1948 in their unanimous forecast of a Dewey victory." This is an exhaustive analysis of the results of the 1948 polls and a discussion of the errors. The author remarks that the "fundamental mistake is not to be found so much in any one technique . . . as in poor research design." The undecided voter was one of the chief sources of error. "The failure of the polls to study the undecided vote illustrates the lack of research design in their methods." The author remarks that "the important sources of error . . . are to be found in: (1) differential turn-out; (2) the undecided voter; (3) the changing voter; and (4) the representativeness of the sample." There is much in this report that will be suggestive to all who are interested in opinion polls.

*Journal of Applied Psychology.* Bi-monthly, \$6.00 a year; single copies \$1.25. American Psychological Association, Inc., 1515 Massachusetts Ave., N. W., Washington 5, D. C.

# The Editor Chats With His Readers

## Personnel Association Contest Winners

The judges have made their report on the three best personnel association programs, in the contest which was announced in the June, 1948 issue of *PERSONNEL JOURNAL*. The entries were to be judged on these two bases:

- (1) The soundness of the purposes of the program and the effectiveness with which they have been attained.
- (2) The excellence of the report describing the program.

The judges were, Charles W. Potter, Vice President and General Manager, Indiana Bell Telephone Company, S. Avery Raube, Director, Division of Personnel Administration, National Industrial Conference Board, Wm. R. Spriegel, Assistant Dean and Chairman, Department of Management, University of Texas, and Kenneth O. Warner, Director, Institutional Resources Survey Staff, National Security Resources Board, Washington. The report of the judges has resulted in the following awards:

1st place—New York Personnel Management Association

2nd place—Cleveland Personnel Association

3rd place—Hartford County (Conn.) Industrial Relations Society

These are three splendid and very effective programs and the reports describing them will be printed in *PERSONNEL JOURNAL* for May, June and July, respectively. The prize awards, as announced, consist of subscriptions to *PERSONNEL JOURNAL*; ten for 3 years, five for two and five for one year, respectively. It is hoped that these reports will encourage the founding of new associations and the expansion of existing ones. There were several other programs that showed great merit. They are listed here as receiving awards of Honorable Mention which will consist in each case of a three-year subscription to *PERSONNEL JOURNAL*. They are—

Washington (D. C.) Society for Personnel Administration

British Institute of Personnel Management

Pacific Northwest Personnel Management Association

In view of the large amount of effort expended by all contestants it has been decided to present a two-year subscription to *PERSONNEL JOURNAL* to all other entries, to be sent to any address of their choice. The Editor wishes to express his thanks to all who participated in this interesting contest; the Judges, those who took the trouble and time to prepare the entries, and the officers of the associations which entered the contest. All material submitted will be held at the Editorial office and will be available for loan upon request to anyone interested in personnel associations.

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## Profit Sharing in Industry

The January "Newsletter" of the *Council of Profit Sharing Industries*, 15 E. 16th Avenue, Columbus 1, Ohio, contains a short report on the First Annual Conference

held in Chicago November 8-9 and attended by more than 500 business men from all states and Canada. In January the officers and trustees of the Council met in Stamford, Conn. to plan a campaign to extend the use of profit sharing as a means of promoting labor-management harmony and increasing the national income. These trustees are all industrial and business leaders. Mr. H. C. Nicholas, President, Quality Castings Company, Orrville, Ohio, who is chairman of the Council said "We believe profit sharing can be democratic capitalism's answer to communism. We know that the only way to convert workers to capitalism is to make everyone a capitalist." The Council has issued a 647 page profit sharing manual, containing 84 different profit sharing plans and giving detailed descriptions of a wide range of such plans suitable for all types of industry and business. Membership is now 118 industrial and commercial companies in United States and Canada.

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### With the Colleges

*New York University* has just issued a Bulletin "*Business as a Career*." This is a re-issue of a booklet first published 18 years ago and of which almost two million copies have been distributed. It discusses 21 fields of business covering a wide range. A feature is "Special Opportunity Chart" which portrays the 14 basic activities in business and gives a number of typical positions which the student may eventually hold in each of these fields.

*New York University*, Division of General Education, just held for the first time a course designed to aid administrators in improving their knowledge of production management. The course is entitled "*Production Management for Personnel Administrators*" and was directed by Harold Engstrom, Manager of Industrial Engineering for the Sylvania Electric Products Corporation.

Evening courses dealing with problems in labor and industrial relations will be offered for the first time next month by the *University of Illinois* in Chicago. There will be three courses in the series which will be open to the general public and there is no requirement of previous college training for registration. Classes meet one evening each week for 16 weeks at the University of Illinois, Navy Pier Branch. The first course started on February 7th. The courses are "Labor Legislation," "The Practical Application of Psychology in Industry" and "Introduction to Personnel Administration." Inquiries should be addressed to Jean Maury, Office of Public Information, Navy Pier, Chicago.

*Wayne University*, Detroit has just commenced a year-long research project on personnel evaluations and ratings for the Army's Adjutant General. The study will include the aptitudes which are associated with success in military leadership and the achievement of technical training. The project will be under the direction of Dr. Robert M. Bellows.



### Training Briefs

The Fifth Annual Conference of the *American Society of Training Directors* was held in Cleveland March 3, 4 and 5. This is one of the important events in the calendar of training men. It was a varied program covering many aspects of employee training and especially designed for the interest of training directors. The keynote address, "*Training Moves Ahead*," was given by Samuel L. H. Burk of the Pittsburgh Plate Glass Company. The Conference was attended by nearly a thousand training directors from a wide area in the United States and Canada. The general chairman of the Conference was S. F. Laffer, Cleveland Graphite Bronze Company, 17000 St. Clair Avenue, Cleveland, Ohio.

"*Industrial Training—A guide to Selective Readings*" is the title of a bibliography on industrial training, just issued by the *New York State School of Industrial and Labor Relations*, Ithaca, New York. The purpose of this bibliography is to provide a convenient index of periodical book and pamphlet material directly concerned with industrial training. Dr. John Brophy, compiler, has been active in the field of industrial education for a good many years. His associate, I. Bradford Shaw, is bibliographer of the Cornell Labor and Industrial Relations School Library. Single copies of this 32-page bulletin will be sent free to residents of New York State and to others at ten cents, by the Public Relations Office, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York.

"*Industrial Training Abstracts*" is issued four times a year from *Wayne University*, Detroit, Michigan. The final 1948 issue contains abstracts from more than 50 articles and books on training, many of which have appeared in *PERSONNEL JOURNAL*. *Industrial Training Abstracts* is available at 75¢ per copy or \$2.00 per year from the Wayne University Press, Wayne University, Detroit, Michigan. Dr. Roger N. Bellows is Editor.

The *Washington Post* not long ago carried a story "*Government Adopts Intern System of Job Training*." This described a Rockefeller endowed experimental program being conducted by the National Institute of Public Affairs to find and train students of exceptional ability for government careers. Four hundred seventy-two college graduates have completed the Institute's course and the majority are still in government service, or work closely related to it.

The *Toledo Union Journal* of Friday, December 3rd, 1948 carried a story "*What's New?*" by Edward J. Duck, Assistant Director, National Auto-Lite Department, UAW, CIO. This is a brief report advocating the use of music in industrial plants. Mr. Duck says "having spent considerable time and effort in research on the subject of music in industry, and having a stockpile of evidence that is of value to both industry and workers, I should like to present a fraction of that data for the consideration of management and union. Here is what industrial music will do:

1. Reduce absenteeism.
2. Cut down labor turnover.



3. Improve productive efficiency.
4. Boost morale in plant and office.
5. Greatly lessen physical and mental fatigue.
6. Eliminate monotony of repetitive operation.
7. Aid concentration and reduce mental strain.

He goes on to ask "are these merely opinions of the writer?" They are not. He then goes on to give evidence for his statements. Reprints of this short article may be obtained from Edward J. Duck at the address given, Toledo, Ohio.

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#### The Best Articles in Recent Issues of Personnel Journal

What do you think were the best articles appearing in the current volume of PERSONNEL JOURNAL? The Editor's idea is only "one man's opinion" but here it is.

April, 1949—Management Positions Can Be Evaluated Successfully, by E. F. Gill

March, 1949—The Clinical Interview, by J. H. McQuaig

February, 1949—The Foreman as a Part of Management, by F. F. Harroff

January, 1949—What Makes Industrial Leaders Tick?, by Herbert Moore

December, 1948—Effective Use of Discipline, by F. C. Smith

November, 1948—Management Through Consultative Supervision, by Eric A. Nicol

October, 1948—Know Your Labor Contract, by Robert C. Rogers

September, 1948—Psychological Services for an Industrial Community, by Smith and Lipsett

July-August, 1948—The Field Review Method of Employee Evaluation and Internal Placement, by Guy W. Wadsworth, Jr.

June, 1948—Discipline—The Staff Likes It, by Harry Goett

May, 1948—Unions and Job Evaluation, by Leonard Cohen

It was like pulling teeth to get some of these articles and perhaps that may have influenced the opinion of the Editor in making his selection of the best articles, one from each month of volume No. 27. If I had to pick the one best article it would be *Management Through Consultative Supervision* by Eric A. Nicol in the November 1948 issue.

Dear Reader, what is your choice?

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Russia points with pride to the fact that Russian women are doing men's work and are getting men's pay. That's nothing. Over here women get men's pay without doing any work.

## Across The Editor's Desk

*Hydro-Electric Power Commission News* is published by and for the employees of the Hydro-Electric Power Commission of Ontario. The January issue contains an interesting report by Maxwell MacRae and K. C. MacKenzie, of the personnel staff of the Commission, under the title "*Manpower Planning Program: Its Implications for the Employee*." This ambitious project is designed to furnish two kinds of information—

1. An accurate forecast for the Commission's requirements in manpower for the future.
2. A statement of the actual resources of manpower.

The first step to be taken is a census of jobs. This is a job analysis and description of the jobs and will permit the summary statement of requirements in manpower. At the same time a large program of individual personal interviews will be conducted in order to determine in a thorough manner the manpower resources.

Some of the recent talks at the latest *Pacific Coast Management Conference* include "Impact of Unionism on Sound Personnel Relations," by Hiram S. Hall of Bigelow-Sanford Carpet Company, New York City, and "Getting Down to Facts in Union Negotiations" by J. D. Fenton, Industrial Relations Director, Pan-American Airways, New York. Another one was "Working Under the Wage-Hour Law" by William D. McComb, Administrator Wage and Hour Division, U. S. Department of Labor. Each of these are available in reprint form at \$1.00 each from the California Personnel Management Association, 870 Market Street, San Francisco 2, Calif.

"*Open House in Industry*" is a manual on industrial community relations entertaining and is issued by the National Metal Trades Association, 122 South Michigan Avenue, Chicago 3. This is a series of practical studies designed to show what manufacturing plants are doing to improve their industrial and community relations. The booklet outlines practical ways of planning and conducting three types of open house. This 36-page publication is available at \$1.00 per copy.

Eric Johnston has written on the subject "*How America can avoid Socialism*" in the latest issue of *Fortune Magazine*. He says that Europe's capitalists brought socialism on themselves but thinks our own need not make the same mistake.

Dr. Herbert Moore, author of the article "*What Makes Industrial Leaders Tick?*" in *PERSONNEL JOURNAL* for January, writes saying that he should have given credit to Daniel Starch instead of E. K. Strong. The book by Starch is "*How to Develop Executive Ability*" and is published by Harper's.

"*How Would You Revise Our Labor Laws?*" is the title of a series of questions for our labor laws which readers are invited to check and send to their Congressmen in Washington. It is issued by General Electric Company from the Office of L. R. Boulware, Vice President of Public Relations.

Many personnel people are familiar with the stimulating talks by William J. Riley. A new one has been issued in booklet form by Prentice-Hall Inc., 70 Fifth Avenue, New York 11. It is called "*Three Straight Talks About The Job*" and is designed for and issued to employees.

The National Industrial Conference Board, 247 Park Ave., New York, has just issued "*Holiday Practices*," one of the Studies in Personnel Policy No. 99. According to the study holiday observance with pay is on the increase. The study is based on information provided by 265 cooperating companies, a large portion of which are in manufacturing. In the aggregate these companies employ 1,750,000 employees. In general, says the Board, the majority of the industries surveyed seem to follow the policy of granting six paid holidays a year to hourly employees.

*Suggestion Plans for Employees* is the title of a report by the Policyholders Service Bureau of the Metropolitan Life Insurance Company, New York. It is a 46-page booklet the contents of which can be indicated by some of the chapter headings which include, Purpose of a Suggestion Plan, Benefits Derived from Suggestions Plans, Basic Features, The Suggestion Procedure, Methods of Training Supervisors, Publicizing Suggestions, and Awards. There are many illustrations of forms and devices used in various suggestion plans and a detailed discussion of all the many features of such plans. The Metropolitan Life Insurance Company's offices are at 1 Madison Avenue, New York City.

"*Supervisory Training*" is a recent publication of the Training and Research Division of the Associated Industrial Relations Institute, 1060 Broad Street, Newark 2, N. J. This is a survey of supervisory development programs in the Newark metropolitan area. The material in the survey was received from more than 300 companies in that area, all having more than 200 employees. The report is 23 pages in typewritten form letterhead size. It contains sections on why study supervisory development programs, planning and conducting the program, the role of the conference leader, conference versus lecture method, visual aids and other material. This is essentially a thumb-nail survey and summary of the kinds of training conferences being held by the participating companies. The report was edited by Morris S. Trotta, Director Associated and Industrial Relations Institute and Chairman Economics Department, Upsala College.

The *National Industrial Conference Board* has recently conducted a study of profit sharing for workers. They found that the deferred distribution plan is the feature of more than half of the 167 plans studied. Profit sharing plans, says the Conference Board, are more prevalent in the small and medium-sized establishments where the worker may be in a better position to see the connection between his actions and the profit of the enterprise. Unions have been traditionally opposed to profit sharing, says the Conference Board, but several plans have been inaugurated recently at the request of unions. The Conference Board's report appears in "*Profit Sharing for Workers*," one of the studies in personnel policy, No. 97. The address of the Conference Board is 245 Park Avenue, New York 17.

# Book Reviews

THE UNION CHALLENGE TO MANAGEMENT CONTROL. By Neil W. Chamberlain. New York: Harper & Brothers, 1948. 338 pages. \$4.50.

Some rash interviewer once asked Samuel Gompers what labor wants. The terse reply was "More."<sup>1</sup> Labor has been asking for more since time immemorial, and there is no reason to expect that in the long run the trend will cease. A greater share of the pie with respect to wages is the demand most commonly thought of in this connection; but mere wages are not the end-point of labor's desires. Behind all of labor's demands is the deeper and broader desire for security.

Of hand one would say that this long-range security (which, by the way, encompasses not only the economic security of the worker as an individual but the organizational security of the union as an institution and the ultimate survival of the entire labor movement as a social force) may be achieved by gaining complete control of either the labor supply or the processes of management. The former device is that of "business unionism"—via extensive organization, the closed shop, etc. The latter is that of "revolutionary unionism"—via a change in the nature of the economic and political system. In practice, of course, labor in this country has as a general rule been content or obliged to operate with something less than complete control of either jobs or plants.

There is much sense in the view that these two devices are actually identical at root. Absolute control of the labor supply in a given industry or craft carries with it in effect absolute control over production in that industry or craft. Absolute control over production brings practical control over the means of production at least insofar as continued production is desired by the legal owners of the means. It follows that such control can be combatted only by the owners' refusal to utilize their productive means. This signifies simply a lockout of one kind or another. Therefore if it is desired to resist labor's control to the last ditch, a society-wide lockout is the appropriate weapon for such resistance. But a society-wide lockout is not a mere industrial relations problem; it is necessarily a political question of the deepest significance. It is, in short, a revolutionary situation, and must inevitably call forth revolutionary tactics in return.

Clearly, the Unions' drive for security, whether expressed by mere seniority demands or by more searching excursions into management "prerogative," will not be voluntarily abated.<sup>2</sup> Just as clearly, management's insistence on retaining as much control as possible will also not be the subject of any voluntary liquidation.<sup>3</sup> Both sides are in the field battling for their respective goals as indispensable to their survival. Government intervention satisfies nobody in the end and itself heads

<sup>1</sup> Quoted in Lee H. Hill, *Pattern for Good Labor Relations*. (1947) p. 114.

<sup>2</sup> See, for an expression of a union viewpoint, Golden and Ruttenberg, *The Dynamics of Industrial Democracy*, pp. 119-129, (1947).

<sup>3</sup> See, for certain aspects of industry's position, Fairweather and Shaw, *Minimizing Disputes in Labor Contract Negotiations*, 12 *Law and Contemporary Problems* 297, 307-315, (1942); Little, *Managers Must Manage*, 24 *Harvard Business Review* 336 (1946). An interesting and unorthodox slant is found in Clifton, *Management Functions*, Proceedings of N.Y.U. 1st Annual Conference on Labor, p. 29 ff. (1948). More conventional attitudes were evidenced by the parties to the 1945 National Labor-Management Conference, U. S. Dept. of Labor, Division of Labor Standards, Bulletin No. 77, pp. 56-59. See also Teller, *Management Functions under Collective Bargaining*, passim (1947).

toward a semi-revolutionary alteration of the existing economic system. Is there, then, any way in which our society can avert this dire issue?

Prof. Neil Chamberlain, in "The Union Challenge to Management Control," presents a highly individual and yet remarkably convincing suggestion. Baldly stated, it is that the union should be admitted as a component, rather than as an opponent, of management in certain areas where it is best qualified to operate. This "functional integration," would presumably come about, not as the result of power-and-pressure tactics in collective bargaining, but by way of scientific joint analysis of the structure of the business entity involved, the organizational, psychological, economic and other problems encountered, and all relevant circumstances tending to discover and define the fields of management control within which the union should function *as a part* of the controlling organization. Basic prerequisite conditions to the existence of "functional integration" are, among other things, a complete change in the laws which now relegate labor and management to their separate legal compartments, an equally complete change in the nature of the corporate structure and the type of representation on its "board of directors," and a like change in the psychology of certain groups of persons on both sides. More specific conditions precedent are "the growth of mutual intent and mutual faith," the proper training of leaders for the exercise of their new roles in the altered system, and many others. But the big point of the book is that neither the challenge of unions nor the control of managers can be profitably defined in terms of "management prerogatives," and that both may be reconciled by constructive study of the corporate functions and the establishment of an entirely novel type of business enterprise wherein the employees' representative will have a definite, legally recognized position *in the enterprise itself*, together with appropriate corresponding responsibilities.

Most of this runs the risk of being dismissed by employers and other practitioners in the field of industrial relations as theorizing. And it is theorizing, in a sense: the author would doubtless concede that. Theory, or hypothesis, however, is always necessary as a precursor of important actual change. Most people are not satisfied with the present status and operation of collective bargaining. This reviewer suggests that its unsatisfactory qualities are at least partially due to the fact that it has grown up haphazardly, without much in the way of conceptual guides, and with purposeful direction applied to it only piecemeal, at times of crisis. Surely Prof. Chamberlain's distrust of so-called solutions which are "suddenly adopted under emergency pressure" is justified by an unhappily long list of half-baked and overdone expedients. Just as surely, the existing laws and social concepts relating to labor relations issues are a patchwork of inadequacies when it comes to really resolving those issues on a relatively permanent plane. As an expert's view of the alternative, therefore, the present book is to be accorded the respect of serious attention.

Prof. Chamberlain not only sees the problem clearly, but also penetrates very deeply into it. His analysis of management and union functions and purposes, though somewhat abstract, bears obvious marks of extensive study, close reasoning, great experience and that objectivity which is today so badly needed and so seldom

attained by any but "theorists." On the basis of conviction, his proposals merit a try-out. The great difficulty, however, is that the book contains no blue print for the speedy institution of its conclusions into our industrial system; indeed, it does not even offer a plan for the rapid establishment of any of the numerous conditions which must exist *before* the whole idea can be put into practice as such. This omission is undoubtedly deliberate, for there is no royal road to success in this area, no push-button method of reaching the millennium. All that such a voice as Prof. Chamberlain's can do is to announce the problem, explain its facets and its logics, proclaim the Word concerning its solution, and exhort the public to make a determined effort toward the goal. This the author has done, and done effectively. Acceptance or rejection is up to his audience. Ultimate judgment on the merits is up to history.

Bert W. Levy

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